

workforce **tomorrow**

11th Edition - April 2019

“Cognitive diversity helps us capitalize on different perspectives to make our business strong and sustainable.”

JAVED IQBAL

MD & CEO
Pakistan Tobacco Company Limited





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**Diversity &
Inclusion**

Initiatives 2019

ZAHID MUBARIK

SHRM-SCP, SPHRI, GPHR



Year 2018 has been very exciting in terms of engaging industry leaders and positioning diversity & inclusion as a strategic tool to leverage social and financial performance of organizations. Round the year initiatives are culminating into annual D&I Conference and Awards on 17 April 2019 at Karachi. This is an opportunity to discuss best practices and offer recognition to high performing organizations. This annual event will be a springboard to consolidate key learning outcomes of the year and capitalize on next year plan. Diversity Hub's 2019 theme is "Sustainability through Inclusion". We are forming "Sustainable Inclusion Advocacy Council" (SIAC), which will comprise of organization's representation by Chief Executive and/or Chief Human Resource Officer. Organizations, which are keen to align its business strategy with 2030 Sustainable Development Goals by using Global Diversity & Inclusion Benchmarks Standard; are welcome to join. This is an opportunity to contribute towards good of society with a focus on People, Planet, Prosperity, Peace, and Partnership (5 Ps). Following are the objectives of SIAC:

1. Provide a nationwide platform to develop sustainable organizations by discussing D&I challenges, opportunities and harmonizing inter-intra industry initiatives for outcomes.
2. Help organizations in progressive transformation from treating diversity defensively as a matter of legal/ethical compliance to positioning it as a strategic asset to compete in the market.
3. Educate organizations in developing D&I business case, strategy formulation, action planning and assessment with a focus on sustainable social and financial performance.
4. Promote awareness on using Global Diversity & Inclusion Benchmarks (GDIB) Standard for gap analysis and benchmarking in business processes.
5. Lobby to influence national HR policy for "Equal Employment Opportunities" reforms.
6. SIAC members are expected to be D&I catalyst, proactive with ideas, engaging others, participating and speaking in conference and advocacy events.

I am confident that future focused organizations would like to get involved and take advantage of this initiative.

A handwritten signature in black ink that reads "Zahid Mubarik". The signature is written in a cursive style and is positioned above a horizontal line.

CEO HR Metrics

Member of the Board, The Centre for Global Inclusion USA

Member Technical Committee 260 HR Metrics Standards ISO Geneva

Chair HR Standards Committee Pakistan

President SHRM Forum Pakistan

GLOBAL

Diversity & Inclusion Awards (GDIB)



What is GDIB Awards?

Main objective is to recognize the organizations who use GDIB as a standard to benchmark D&I in 14 categories. Organization's best practices are disseminated in industry through conference, seminars and publications for enhancing performance through mutual learning. GDIB awards are conducted by Diversity Hub Pakistan on annual basis.

GDIB Award Process

2019 awards contesting organizations were assessed for 5 levels of readiness as under:

Level 1: INACTIVE

No D&I work has begun; diversity and a culture of inclusion are not part of the organizational goals.

Level 2: REACTIVE

A compliance mindset; actions are only taken in compliance with relevant laws and social pressures.

Level 3: PROACTIVE

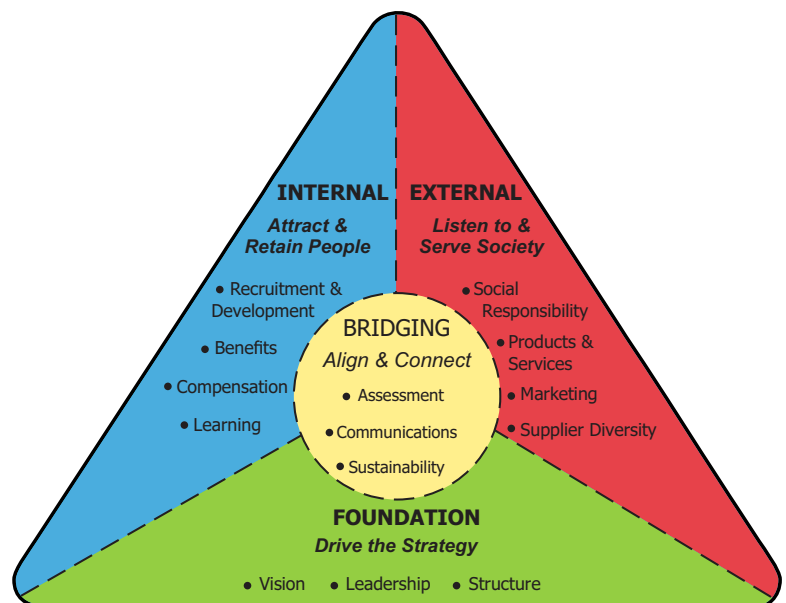
A clear awareness of the value of D&I; starting to implement D&I systemically.

Level 4: PROGRESSIVE

Implementing D&I systemically; showing improved results and outcomes.

Level 5: BEST PRACTICE

Demonstrating current best practices in D&I; exemplary for other organizations globally.



Global Diversity & Inclusion Benchmarks

Jury Members



Shoaib Baig

Board Member & Director HR
Edotco Pakistan



Alia Zafar

Staff Relations Consultant
World Food Programme



Dr. Jawad Syed

Dean Suleman Dawood School of Business
LUMS



Dr. Sadia Nadeem

Associate Professor & Director MARC
FAST School of Management



Aliyah Mohyeddin

Managing Director & Chief Consultant
Dynamic Communications

Organizations demonstrating “Progressive” and “Best Practice” were eligible for award. To claim an award, contesting organizations were required to self-evaluate in the light of GDIB Checklists and provide evidence, such as reference, videos, photographs, case studies, and/or policy extract. Jury of Award assessed all submissions. 15 organizations had 37 submissions, out of which 27 submissions were approved by Jury for awards. Best Practice award is won by Aga Khan University, Telenor, Standard Chartered Bank, PepsiCo, Pakistan Poverty Alleviation Fund, Sindh Engro Coal Mining Company and Mentor Graphics-Siemens. Progressive Practice award is won by Pakistan Tobacco Company Limited, Nestle, Bank Alfalah, PTCL, Fatima Group, OGDCL and JW Forland.

2019 Global Diversity & Inclusion Benchmarks awards



Winner Organizations





This conference is valid for 4 PDCs toward SHRM-CP and SHRM-SCP recertification



2019 Annual Diversity & Inclusion Conference Sustainability Through Inclusion

17th April Marriott, Karachi

Speakers

Aligning D&I Strategy with Organization's Goals



Shazad Dada
CEO,
Standard Chartered Bank
(Pakistan) Limited

Empowering Women in Underdeveloped Communities



Syed Abul Fazal Rizvi
CEO,
Sindh Engro Coal Mining Company

Evolution of D&I in Pakistan



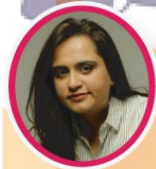
Aly Taseer
Director,
Human Resources
Pakistan Tobacco Company

Creating an Inclusive Workplace Through Leadership and Male Alliances



Lene Gaathaug
Chief People Officer,
Telenor Pakistan

Empowering Work and Special Abilities



Nida Nasir
GM HR
KFC Pakistan

Focusing on Inclusion not Just Diversity



Fauzia Ahmad
Chief HR Officer
Hashoo Group

How Safe Space Promotes Inclusion



Nariman Qureshi
Head of Talent & Development,
South Asia at British Council
Pakistan

Integrating Diversity & Inclusion with Recruitment, Talent Development and Retention



Khalid Zaman Khan
SEVP & Group Head – Human Resources
Learning & Development (HR, L&D)
Meezan Bank Limited

Role of Gender Committee for D&I Integration with Organisation's Strategy



Samia Liaquat Ali Khan
Senior Group Head Quality
Assurance Research and Design,
PPAF

Inclusive Economy and Sustainable Growth



Muhammad Humair
Group CFO, Private Companies
Dawood Hercules Group

Shell Accessibility Initiative Leading to Inclusive Workplace



Madiha Khalid
Head HR, Shell,
Pakistan Ltd.

Managing Diversity in Traditional Structure



Alia Zafar
HR Advisor

Process to Become Member Board of Directors



Feroz Rizvi
President & CEO
Pakistan Institute of
Corporate Governance

How Global Diversity and Inclusion Benchmarks Drive Sustainable Development Goals



Zahid Mubarik
SHRM-SCP, SPHRi, GPHR
CEO HR Metrics

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Why Diversity & Inclusion

Sustainable Development Goals 2030

On 25 September 2015, 193 countries of the United Nations adopted the “2030 Agenda containing 17 Sustainable Development Goals (SDGs) with 169 targets. It expands the integration of environmental, social, and economic policies and raises the bar on the role that all types and sizes of organizations in various sectors should play in supporting the global sustainable development agenda. It mentions and supports workplace D&I and describes People, Planet, Prosperity, Peace, and Partnership as its focus.

Global Diversity & Inclusion Benchmarks Standard

Global Diversity & Inclusion Benchmarks (GDIB) is a Standard for organizations around the world to support organizations globally in the development and implementation of Diversity and Inclusion best practices. GDIB was developed by 95 global expert panellists, co-authored by Julie O'Mara (Former National President American Society for Training & Development) and Alan Richter, Ph.D. The Centre for Global Inclusion USA is home of the Global Diversity & Inclusion Benchmarks. Its mission is to serve as a resource for research and education for individuals and organizations in their quest to improve diversity and inclusion practices. Details at www.centreforglobalinclusion.org. GDIB reinforces 6 SDGs (SDG 4,5, 8,9,10,16)

Sustainability Inclusion Leading to Bottom Line Impact

Organizations today are dedicated to serving all stakeholders, including customers, employees, suppliers, regulators, shareholders and society at large. Future-focused organizations want to ensure long-term sustainability of the world and the people in the world. To optimize organizational results, creativity, problem solving, talent management and engagement, operations and innovation, organizational leaders need to adopt inclusive approaches, management strategies and styles that incorporate different perspectives, cognitive, cultural and linguistic differences, and collaboration. Research shows a correlation between inclusion and organization sustainability.

Conference Benefits

Diversity & Inclusion Conference 2019 is a great opportunity for participants to:

- Understand mechanism of progressive transformation from treating diversity defensively as a matter of legal/ ethical compliance to positioning it as a strategic asset to compete in the market.
- Get in dialogue with distinguished speakers to comprehend business reason of linking D&I with organization’s sustainability through social and financial impact indicators.
- Build expertise to develop D&I strategy and action plan to leverage organization’s performance.

Single Participant

Rs 20,000

**Roundtable of
6 Participants**

Rs 114,000



JAVED IQBAL

(MD & CEO Pakistan Tobacco Company Limited)

- **How is Inclusion important for attainment of the strategic goals of PTC?**

Inclusion is an integral component of how we operate to obtain our strategic goals. Our Group, British American Tobacco (BAT) is the largest public listed tobacco in the world, with a presence in over 200 markets and a base of 55,000 employees belonging to more than 100 nationalities - therefore diversity and inclusion is at the very heart of BAT. For us it is not just a good to have but a must for success.

At PTC we focus on overall diversity including gender and ethnicity also cognitive diversity where we value the diversity of thoughts, the individual mix of unique ideas and opinions that help us capitalize on different perspectives to make our business strong and sustainable.

- **Do you see some connection with 2030 Sustainable Development Goals and D&I interventions at PTC?**

We feel there is a direct connection between the 2030 Sustainable Development Goals and our D&I agenda. The fact that it is built in as one of our guiding principles - strength through diversity - is a testament of our continued commitment towards creating an impact through our operations in the country. Our research in D&I helped us to realize where the gaps have been, and our interventions enabled us to work positively towards them to create gender

equality and to reduce poverty as well. The most important of all is enabling an environment and providing a support structure for working women.

Our talented female employees are breaking the barriers as they work in far flung areas and occupy roles otherwise not occupied by female managers in the past. They are now working on shop floors in our factories based in Akora Khattak and Jhelum. They are working in rural leaf growing areas like Buner, Mansehra and in tough marketing regions like Multan, Karachi, Lahore and Rawalpindi. They are not only an epitome of gender equality but are also an essential component in driving income, employment and livelihood for their families and role models for the next generation.

- **What key initiatives have you undertaken in the past 5 years?**

Our key initiatives are at the base of a strong foundation and we continue to build and grow these. Broadly divided into two categories:

1. Creating a strong employer brand and an enabling environment to attract the best female talent:
 - a. Improved the flexible working hours policy by introducing work from home (1 day per week) up to 1 year.
 - b. Day care support to all females and single parents with 100% reimbursement.
 - c. Extended maternity leaves of 6 months

enabling environment to attract the best female talent:

- a. Improved the flexible working hours policy by introducing work from home (1 day per week) up to 1 year.
 - b. Day care support to all females and single parents with 100% reimbursement.
 - c. Extended maternity leaves of 6 months (fully paid) with extension option also available.
 - d. Upgraded infrastructure to provide accommodation to all females working in our 2 factories who are not locals of that area.
2. Building a platform to ensure development and retention of our talent and we took various approaches and launched programs like:
- a. Mentorship Program for all females
 - b. Gender Sensitization Workshops covering all line managers, senior leadership teams and Executive Committee.
 - c. 20 sessions on Strength from Diversity covering more than 600 employees in 7 different locations.
 - d. Multiple Interventions to make sure we build our female talent pipeline and ready them for senior management roles.

How do you create accountabilities in terms of D&I KPIs to deliver results at Board and C-Suite level?

Our D&I initiatives stem from conducting various focus group sessions and skip level meetings that present their findings to the Executive Committee where action points and initiatives are then decided.

Each one of the initiatives and the results of those have come due to the accountability and transparency in our processes. To cement this, our D&I KPIs are tracked and monitored quarterly at three stages: Local, Regional and Global Level.

Can you share any tangible business, financial or social impact of these initiatives?

Over the years we have increased our female employees in various functions nationwide by more than 55%. Currently

we have 18% females working in different managerial roles and one Board of Directors who is a female. While we are driving female employment nationally in urban and rural areas, we also have extension programmes whereby we support women in farming communities on techniques such as gardening, having trained more than 300 women.

All our initiatives and interventions resultantly have an impact, not only on our business but also on the society and economy of our country. We are creating more employment opportunities by making the environment conducive, and a culture that is inclusive for the female workforce.

Our contribution is towards increasing income, employment and a source of livelihoods, improving the overall general productivity and economic output of the country. Considering our focus and passion in this area, we hope to continuously contribute socially and economically.

What are major focus areas of D&I for the future?

Our focus areas are built on 4 pillars that include; Enabling Environment, Inclusive Culture, Policy Framework and Employer Branding. Under each pillar we will continue to drive initiatives that demonstrate our commitment to strengthen diversity and inclusion.

Our vision is to have female representation in our Executive Committee, further strengthen and improve our percentage of female managers participation up to 25% in the coming years and to strengthen our culture to ensure our female talent is given all the opportunities to reach its full potential.

Each leader in PTC passionately owns our core value of creating a culture of employee engagement and inclusiveness where work is meaningful, employees are valued, and purposeful collaboration is celebrated.

On a personal note being raised by a working mother, I have always held diversity and inclusion very close to my heart and as the CEO and Managing Director of PTC, I consider it to be a top strategic priority.



Muhammad **UMER**

Country Head of Human Resources
Standard Chartered Bank (Pakistan) Limited

Umer is heading the Human Resources at Standard Chartered Bank, Pakistan. He holds an MBA from one of the top business schools in Pakistan, the Lahore University of Management Sciences (LUMS). As a seasoned HR professional with over 20 years of multi-faceted HR experience with top institutions in the banking industry, Umer has created enormous goodwill in the local corporate sector of Pakistan and Middle East. He started his corporate career with the National Bank of Pakistan and has previously worked with National Commission for Human Development, Union Bank, United Bank Limited and Noor Islamic Bank. Umer is passionate about sports and is fond of travelling. He enjoys building new personal and professional relationships with people from diverse cultural backgrounds. He is married and is a father of three boys who happen to be triplets.

1. **How do you use benefits package to attract, develop and retain a diverse workforce?**

D&I is a critical lever for business success as it enables teams to unlock innovation, make better decisions, and manage risk. As a group, the D&I vision is:

To create a culture of inclusion where talents and individuality are valued and respected.

Creating the conditions for diversity is fundamental. A pure targets game without changing the culture doesn't work. And that's the hardest part, to truly champion the cause of D&I, organizations need to create a conducive work culture that not only preaches the agenda but practices it in full spirit. Diversity is a core value in our organization and our purpose is to "drive commerce and prosperity through our unique diversity". D&I is a strength that

sets us apart and directly contributes to our business strength. Our D&I agenda aims to ensure women are given the same opportunities to excel and progress as men, that the gender balance is better represented, particularly at senior levels, and that we encourage initiatives such as flexible working to better support both our female and male colleagues. We are also determined to involve men as key drivers of greater workplace equality. It is our aim to create a culture of inclusion that makes this bank the best place to work, the best place to bank and the bank that builds prosperous communities. How we do this is important as organizations are now not only talking about D&I but are introducing new ways of work. At Standard Chartered, policies and practices like flexible working, extended duration of maternity leaves, day care facilities (in house or reimbursed) and women support networks are just few of

the targeted interventions that we have applied to ensure a far more open and inclusive organization.

In addition, the following initiatives help us further this aim:

- Our commitments under the Women in Finance Charter
- Fair policies and processes to minimize bias (Fair Pay Charter)
- Global Women's Network
- Supporting women in our communities through our Goal programme

Standard Chartered's policies ensure not only a smooth transition back to work for new mothers but also a robust infrastructure that allows them flexibility to manage both work and personal lives. We are conscious of the cultural limitations in our society for newlywed females as well as working mothers and we support them by providing the opportunity to find the right balance through our best-in-class benefits including sabbatical leaves and flexible working options. We have a strong focus on developing our talent by providing opportunities for growth in line with their aspirations, encouraging a differentiation in reward for top talent, and creating an environment that enables their performance has further strengthened our agenda to develop and retain our diverse workforce.

2. How do you create accountabilities in Performance Management System for cultivating an inclusive workforce?

It is the collective responsibility of business leaders, managers and HR to build and promote a diverse culture which is both inclusive and appreciative of the workforce and its differences. Although challenges like unconscious bias, glass ceiling, and societal pressures remain but now there is an opportunity, there is an audience who is willing to listen and there are people in the corporate world who want to change and

make change.

At Standard Chartered, our aim is to shift from managing performance in a traditional, once-a-year assessment way and move to continuous performance management across the Bank which requires a change in mindset and behavior, starting with the conversations we all have around how we set objectives at the beginning of the year.

People Leaders consistently engage with their team members, encouraging them to grow, and setting goals that stretch and develop them. I feel creating an ongoing performance dialogue with the teams shouldn't be considered as another thing to add to the list - this is the fundamental core of what it means to be a People Leader. It's not a nice to have - it's a must.

The Fair Pay Charter supports our reward and performance decision-making globally, and outlines our commitment to fair and competitive remuneration to all colleagues. We want to ensure we are treating colleagues fairly, recognizing their ability and performance, as well as potential, conduct, and valued behaviors throughout the year. Our approach is to pay our colleagues a market competitive rate, which is defined by their role, skills and experience, underpinned by independent market data. In addition, we launched the Inclusive Leadership Programme which is designed to support People Leaders in understanding the importance of developing an inclusive work environment and equipping them with skills and capabilities to make this happen. It develops confidence to challenge and support others in the workplace to be more inclusive and promotes empowerment and meritocracy as the guiding principle for all decision making.



ALY TASEER

Human Resources-Director
Pakistan Tobacco Company Limited

Aly, a lateral hire, joined PTC towards the end of 2012 as the Area Head of Talent for South Asia Area. Prior to joining PTC, he worked with Bang & Olufsen Australia as the Business Development Manager. He later joined Shell Australia and was sent to Pakistan for 18 months working on a global project.

Deciding to settle in Pakistan, he continued to work in Shell as Head of HR, Retail Business. In his previous role as Head of HR Operations for PTC, he spearheaded the OIR transformation in close collaboration with manufacturing and moved into his new role as Head of HR, SAC in February 2017.

1. Tell us something about Diversity & Inclusion structure in your organization?

Strength from diversity is one of the key guiding principles for British American Tobacco. Our guiding principles provide clarity about what we stand for. They form the core of our culture and guide how we deliver our strategy. For us, diversity and inclusion is about respecting and celebrating each others' differences and enjoying working together. We harness diversity and inclusion of our people, cultures, viewpoints, brands, markets and ideas to strengthen our business. We value what makes each of us unique.

2. How do you cascade Diversity & Inclusion strategy into action plan and who are the major stakeholders in this process?

We have an internal committee which was established for the sole purpose of enabling diversity and inclusion. The committee is completely empowered and actions all

relevant decisions autonomously.

All functions within the organization have their strategic pillars which they built their annual plans upon. One of the overarching pillars that is integrated across all functions is Diversity. They all formulate action plans and appoint extended teams to drive the plans and ensure execution of broader plans cascaded via business connect, whereas actions are cascaded in functional meetings. This inclusive strategy makes every employee of ours a stakeholder when it comes to D&I. There are multiple forums at PTC but one with executive committee delegation authority is the people and culture committee where our employees meet and voice out their ideas and plans which are then funneled back to the relevant committees to ensure that every idea is given importance and implemented based on feasibility and relevance

3. Do you use any global framework for monitoring and evaluation of D&I?

We have a global framework which tracks

multiple parameters of diversity and are tracked quarterly with the penultimate responsibility falling upon the Management Board. The reason of this diligent tracking is to ensure consistent focus on D&I across all markets, constantly ensuring that we are always leading in this initiative. The tracking dashboard is perhaps one of the most pivotal dashboards that HR is responsible for within PTC and BAT.

4. What are the Diversity & Inclusion priorities in 1-3 years of time horizon?

D&I priorities are heavily influenced by geography. For South Asia cluster (Sri Lanka, Myanmar & Pakistan) the key priorities are to have a gender balanced workforce, minority representation and cultural diversity in the workforce. PTC's footprint is nationwide; having 4 regional offices, 18 leaf depots, 17 sales offices, 2 factories and 12 warehouses across the country. We have people working from various backgrounds, nationalities and ethnicities. But our priority is to have a more gender balanced workforce and we will continue to strive on this agenda in coming years.

Anything you wish to say for Diversity & Inclusion with respect to Pakistan's perspective?

In Pakistan, the unemployment rate is around 5.9%. Despite a slow increase in the last 16 years, only 22 percent of females (compared to 67.8 percent of males) officially partake in some economic activity in Pakistan. This is one of the lowest rates of female labor force's

participation in the region, second only to Afghanistan. Working women in Pakistan face a lot of challenges like social norms, acceptability etc. There is a need to be realistic and cognizant of the barriers that females face at almost every stage of their life such as lack of equal education opportunities, lack of recognition of the "soft skills" that aid success, limited mobility, lack of safe, affordable transport, and perennial vulnerability to harassment in the workplace. Lack of affordable and accessible childcare also make it challenging for women to rejoin the workforce.

Finding diversity in Pakistan isn't a problem, but finding the right skill set from these diverse groups, their inclusion in the organization and sustainability is a huge challenge. Pakistan is a very diverse country with approx. 10 major ethnic groups. The country also has several regional languages, including Punjabi, Saraiki, Pashto, Sindhi, Balochi, Kashmiri, Hindko, Brahui, Shina, Balti, Khowar, Dhatki, Haryanvi, Marwari, Wakhi and Burushaski. Four of these are provincial languages. The total number of individual living languages listed for Pakistan is 74.

With an exception of a few Multinationals driving this agenda, there is little focus, drive and awareness in the nation, of the opportunities that are present through D&I. We should all join hands in partnership with influencers and leaders of Pakistan to promote D&I on a national scale.

D&I CONFERENCE 2018





SECMC

Sindh Engro Coal Mining Company

energizing Pakistan through world-class mining in thar

A joint venture between the Government of Sindh and Engro Energy Limited, the Sindh Engro Coal Mining Company (SECMC) was created with the objective of making use of the ample coal reserves in the Thar desert, to meet Pakistan's power generation needs, spur economic development and bring energy security to Pakistan, while ensuring prosperity to the local Thari community.

D&I Success Stories



SECMC

at its Best D&I Practices



SECMC

Sindh Engro Coal Mining Company

Since its inception, Sindh Engro Coal Mining Company (SECMC) has been committed to inclusive development. In its field operations in Thar, the team has worked on all areas of development with targeted interventions and especially ensured that the Thari locals were an essential part of its journey of growth. Working towards this objective, SECMC jointly with the Government of Sindh, established Thar Foundation for the betterment of people of Thar.



Picture 1: Before the launch of WDDP, groups of local women were invited with their families to visit the coal mine. Some of these women later became part of the 1st group of female Dump Truck driving trainees

Background

Operating in a region like Tharparkar, our biggest struggle in diversity has been with gender. SECMC is an equal opportunity employer, but in the context of Tharparkar, despite us providing an equal opportunity to candidates for all positions, we did not have an interested pool of female job applicants for managerial, non-managerial or skilled and semi-skilled positions. It is common for site based operations in Pakistan to have a male-only or male dominated workforce, but that is not how we envisioned our workforce.

Our commitment to improve female participation in our workforce, demanded us to go beyond just saying that we are an equal opportunity employer. We took significant actions to train, hire and retain a diverse workforce.

Women Dump Truck Driving Program

Our most significant and successful effort to include women in our workforce is the Women Dump Truck Driving Program (WDDP)

With the vision to induct a substantial number of women in our workforce and make women's inclusion sustainable, we picked the trade in which we had the highest number of man-power at our Thar Mining project. Approximately 35-40% of our entire workforce consists of mining dump truck drivers, since it is the core of open pit mining operations. This profession being stereotypically male dominated encouraged us further since successful inclusion of women in this

Interventions in Tharparkar

“SECMC and TF are working in Tharparkar in partnership with leading organizations in sectors including Education, Health, Livelihood, Food Security, Women Empowerment and Disaster Relief”



profession would have meant breaking many barriers; particularly a woman's ability and competence to work in any field.

Challenges

Our first challenge in realizing the dream of women-driven development in Thar was to successfully design a skill training program for these women. The Women Dump Truck Driving Program was tailor-made to include women-friendly policies in the context of Tharparkar, its technical training was planned in line with the average literacy level of our target pool of women, and it was launched with a communications strategy uniquely designed for the conservative setting of Tharparkar.

The second and biggest challenge was to engage with the local women and convince them to work. Women in Tharparkar have very rarely held formal jobs because of a lack of employment opportunities and because of a further disadvantage due to a lower literacy rate of women than men in Tharparkar. Working was then unheard of for women, and doing the stereotypically male job of driving was unimaginable. We set out to win the trust of women, their families and their communities so that one woman could be allowed to come to work.

Our team conducted meetings with communities to tell them about the opportunity, entire villages were invited to our site to see the mining operations and our offices, and to meet our team.

We listened to their concerns and offered solutions to cater to their cultural expectations.

Their mobility was a concern due to a lack public transport and possible interaction with other male passengers in public transport which was discouraged in the community, hence they were given pick and drop for work.

The local women were concerned about having to interact with men at work; hence separate facilities were set up for the female trainees including lunch room, training room, common room and washrooms. Local customs did not allow Thari women to travel without their male family members; hence initially one male family member of each trainee was also given a job at the SECMC project so they could travel to work and back together every day.

Drivers of Development Today

After we launched the first batch, it was to be seen whether the larger community would accept this engagement of women or not. The first batch of 13 female trainees was inducted in WDDP in September 2017.

Our biggest success today is the number of applications we receive every week of new local women who want to join the program. Due to the interest of the local women, we were successfully able to induct 3 more batches in 2018. The training program is now an ongoing feature with periodic inductions of new batches.

The strong and resilient Thari women also proved themselves as capable drivers with a 100% passing ratio in external driving tests upon completion of their training.

Pakistan Poverty Alleviation Fund



When all people do not have equal access to resources, or equal opportunities to take part in decision-making, there are direct economic and social costs for everybody. These costs are largely felt by women, but also have consequences for children, communities and the economy. Economic empowerment of women and marginalized segments of the population is crucial to achieving true equality. The country's gender gaps in particular can only be met with a conscious mandate of inclusion. Achieving gender equality and realizing the human rights, dignity and capabilities of women is a requirement of justice and sustainability and PPAF's focus goes beyond numbers, there is an empirical system which has been developed to foster PPAF's mandate on women's inclusion and ensure active participation and leadership of women within the organization, through its partner organizations and in the communities PPAF works. Gender Mainstreaming requires visible and sustained leadership and commitment from senior management, as well as the necessary resources, incentives, and accountability systems which PPAF delivers. PPAF has developed a Gender Policy that calls for developing mechanisms and systems for effective inclusion of gender in the poverty reduction programmes, improving capacity for gender mainstreaming at all levels, reviewing and modifying policies to create a wider range of opportunities for women and establishing strong monitoring and evaluation mechanisms to measure progress and outcomes.

PPAF established an internal Gender Committee (GenCom) to create an enabling socio-economic environment that values and promotes inclusion, equity, and female empowerment. GenCom supports PPAF in mainstreaming the concept and practice of gender equity in all its internal and external work. It is dedicated to changing knowledge, attitudes and practices around equity and inclusion within PPAF, its partner organizations and the communities they serve. The Committee ensures that everybody in PPAF takes a gender equity perspective into account in all planning, processes, policies, decision-making, projects, strategies and programmes. PPAF has the distinction of having women at all tiers of governance and management. PPAF also recognizes the need for provincial and ethnic diversity to ensure that lagging regions are represented and their voice heard. At the Board level, it is a matter of pride that the Chairperson of the PPAF Board is a woman from Balochistan. Moreover all provinces and 2 regions are represented on the PPAF Board and General Body. Inclusion at PPAF thus, begins at the Board and extends through to the work at the community level.

Recognizing that our staff makes all the difference, efforts were made to consistently attract, hire and retain the best talent. Gender and geographical diversity were ensured in all our talent acquisition endeavors, which resulted in achieving 61% percentage of women staff hired during the period 2017-18. For

ensuring provincial diversity the provincial representation as per census of 2017 has been set as benchmark. The efforts are being made to track and ensure provincial diversity in its full spirit. People with disabilities are also given equal chance for employment and internship opportunities in PPAF. PPAF has a Disability Strategy to support differently abled people by increasing opportunities for inclusive development through programme and planning, linking up livelihood opportunities for poverty graduation, engaging with specialized institutions, leveraging investments and advocating and lobbying inclusion.

In order to engage with youth and to provide them with development sector exposure, a summer internship program is carried out every year. PPAF's Annual Summer Internship Program provides learning & growth opportunities to national & international students with real life development sector experience. To ensure interfaith harmony, regional and cultural diversity, students from different financial, regional and religious background are selected. PPAF designs interventions for the poorest districts based on the Geography of Poverty in Pakistan: distribution, trends and explanations - 2008-09 to 2012-13 report to include them in the development trajectory. PPAF has done substantial work in ensuring the organizations build community resilience and mainstream marginalized segments such as women and the poorest in the process through placing mandates on community institutions (60% poorest household and 40% women's representation in these institutions). Thus, PPAF refined its equitable approach to development, and targeted its outreach to the poorest rural communities (geographically excluded), with a focus on women, the poorest and persons with disabilities. This required an objective analysis of who the poor were, for which the poverty score card, an asset-ranking survey tool subsequently adopted by the Government of Pakistan and used by the Benazir Income Support Programme, was created for PPAF. It also resulted in new ways of contextualizing work across provinces and regions, and across gender, age and ethnicity.

HIGHLIGHTS

(Multi-dimension PPAF disability programme)



71,205 persons with disability identified in **38 union councils, 10 districts** across Pakistan through a PPAF carpet survey



51,231 persons with various disabilities examined on their doorstep through a distinct and well-coordinated programme



3,228 persons with disability trained on enterprise development



38,555 assistive devices distributed



2,445 children with disabilities enrolled in mainstream schools



Asset transfer to **2,811** persons with disabilities

RB Pakistan




HEALTH • HYGIENE • HOME

Diversity and Inclusion Narrative

One of the main challenges pertinent to organizations globally is that of exclusion and lack of empowerment for women in the work force. For this purpose, RB Pakistan launched DARE as a global platform to Develop, Attract, Retain and Engage talented women. The focus of DARE was to allow women in the organization in leadership roles to further groom an increasing number of women to reach senior management levels. To achieve this, it was important to provide support through mentoring programs and lean in circles, where women were provided with open spaces to hold discussions and address any issues that may be holding them back both personally or professionally. These avenues for women were presented in different ways including sexual harassment trainings, health awareness sessions, and internal dare challenges amongst many other initiatives.

A fundamental aspect of DARE is to include men in the conversation. The aim has always been to not only make women but even men more aware of the need for equality in all fields for both males and females in the organization. We work towards embedding this belief in the organization, trickling down from the highest management levels to the lowest levels in the work force.



I DARE you challenge- Involving men in the conversation

Females dared their male colleagues to perform the actions that were generally considered stereotypical for women to do.

DARE called for change within the organization through internal support and learning policies as well as external events and trainings. Internally, major areas identified for support included culture & Inclusiveness, work life balance, international mobility and balancing dual careers and support and flexibility



Through incorporating both internal support policies and external programs within the organizational culture, RB Pakistan was able to successfully achieve several milestones regarding the retention and growth of female employees. These included:

- organization
- 360 employees trained for Gender sensitization
- 0% Vol attrition
- winning the DARE award in developing markets

- Started at 17 women, now have 38 as part of the management
- X2 more women employed in the

STANDARD CHARTERED BANK PAKISTAN LIMITED



Standard Chartered Bank views diversity and inclusion (D&I) as a critical lever for its long term business success. It enables teams to unlock innovation, make better decisions and manage risk. The organization is committed to creating an inclusive environment that is free from bias and where everyone can realize their full potential, and in so doing, make a positive contribution to the organization.

We have three key objectives for our D&I agenda:

1. To attract, engage, develop, and retain diverse talent to maximise performance
2. To deliver banking products and services that meet the needs of our diverse client base and drive brand value
3. To support a diverse and responsible supply chain and investment in our communities

SCBPL has come a long way in terms of people's understanding of D&I as well as commitment to the same. Our diversity ratio at present is 27.3% which is a 3% increase over the past three years and is one of the best in industry.

Benefits Provided to Staff:

Standard Chartered makes a concentrated effort to ensure that our benefits, policies, infrastructure and work environment are aligned and support our D&I agenda. In this regard, the following benefits are offered at the Bank:

- Day care reimbursement - female staff having children less than six years of age are reimbursed for their day care expenses
- Medical coverage - All employees are insured and receive medical coverage which is the same for all employees. The medical coverage includes but is not limited to maternity coverage (pre and post-natal expenses) and all other hospitalization expenses.

Parental leaves:

- Maternity Leave: five months of paid leave
- Paternity Leave: two calendar weeks
- Adoption Leave: two calendar weeks

Flexible working arrangement - Following flexible working arrangement options are available for all staff:

- Flexible working: a combination of working hours through the work week
- Work from home: for a fixed or indefinite period
- Part time: change full time working contract to a part time agreement if needed
- Wellbeing fund - Each employee contributes a certain part of their salary every month which forms the wellbeing fund used to cater to meet expense needs for eligible staff.
- Educational assistance - Based on certain criteria, employees can have part of their educational degrees/diploma/course reimbursed by the Bank.
- Diversity & Inclusion Initiatives Taken by SCBPL:
- Creating the conditions for diversity is fundamental. A pure targets game without changing the culture doesn't work.

The initiatives taken to make SC the best place to work are:

1. Female staff engagement to increase their motivation and reach higher career goals:

- Formal networking and engagement sessions for female middle management
- Wellness sessions conducted for female staff to be more proactive, aware and informed about their health, e.g. breast cancer session and on-going yoga and meditation sessions.
- D&I celebrations throughout the year including women's day, men's day and religious festivals.

2. Providing tools to female employees to develop professionally:

- Female mentoring programme - covered 100 female staff being assigned a mentor from senior management
- Lean in Circles - Meet together, Share Together, Learn Together: these developmental groups leverage the power of 'peer support' via experiential, interactive and participatory learning approaches to share experiences and to reflect on personal & career journeys.
- Women's Network is an active internal group which not only supports but also highlights female success stories.
- Focus on female hiring - in 2018, 30% of open jobs were filled by female staff.

3. Making a truly inclusive environment at the workplace:

- Inclusive Leadership Programme on Unconscious Bias was launched in Q4 2018 in which all People's Managers are being trained on this. The training will make them aware of their unconscious biases and how they impact our actions and decision making.
- We employed 24 Visually Impaired staff across our call centres of which 75% are women. The initiative of hiring Visually Impaired team was taken in 2007 to serve the community and since then we have worked to build an even more inclusive environment with a special focus on empowering women.

4. Participating in the industry to promote gender parity:

- Featured as the leading bank in D&I during the quarterly Diversity Resource Group meeting.
- Represented at the Overseas Investors Chamber of Commerce and Industry (OICCI) and UN Women Conference and the Wibcon Seminar.
- Frequent collaboration with the British Deputy High Commission to allow female staff networking and peer learning.
- Standard Chartered has sponsored the Women of the World festival for two consecutive years. Through this festival we aim to inspire, network and interact with women from other industries as well.

5. Activities conducted externally to promote gender parity:

Sustainable Development Goal (SDG) - In 2017, when the SDGs were launched, SC Pakistan held a UN Global Goals conference for NGOs, MNCs, UN agencies and other key partners as a collaborative event with Unilever Pakistan.

Goal - We offer a range of advice, support and training for women setting up or expanding their businesses. We also go beyond this and connect it to our Sustainability agenda. Goal is our global programme aimed at empowering adolescent girls from low-income communities with the skills they need to make informed life choices and enable them to fulfil their potential.

Meezan Bank Limited



Meezan Bank
The Premier Islamic Bank

Pakistan is predominantly a conservative society and the male oriented mentality prevails in many parts of the country. It is a challenge for entities working pan Pakistan to achieve gender parity in work force. Meezan Bank (MBL) is the largest premier Islamic Bank and the best Bank of the country with more than 630 Branches pan Pakistan. Irrespective of unfortunate societal and cultural challenges, MBL is empowering women and have attained sustainable gender parity.

The most acceptable professions for females are Teaching and Medical. Conversely, in corporate, including Banks where customer interaction and public dealing is required, males are perceived to perform better. It is perceived that simultaneous activities like cash handling and customer interaction are tough for females.

MBL understood the ground realities of the society in context of women employment and accordingly designed a strategy which has all those elements that encourage and support women to work at MBL. The majority of the job opportunities are based in Branches e.g. Branch Services Officers.

The Abaya (veil) and Scarf is mandatory as 'official dress code' considering the social norms and cultural requirements which also represents the Bank's visionary insight to promote Islamic values, products and its culture. As head scarf and abaya considered a symbol of modesty and humility according to the religious views and societal norms (as in some segments of society it is considered a taboo if the female is not wearing abaya), thus the Bank has prescribed the abaya as a part of dress code for female staff in policy.

The management of MBL has employed all possible gender initiatives to encourage and support female employment e.g. safe and secure subsidized fully air conditioned shuttle services, paid maternity leaves, well maintained and absolutely free of cost day care facility with full time baby sitters, toys and day care supplies for working mother's toddlers and infants, separate female gym & sports, female prayer area, female lunch area (subsidized lunch), and various other engagement activities.

There is no Glass Ceiling for females at MBL; they are working at various senior positions e.g. Heads & Unit Heads, Branch Managers, Operation Managers, Premium Relationship Manager, Area Manager, and Personal Banking Manager.

It is one of the strategic objectives of HR department and agenda of Board to provide maximum possible job opportunities to qualified female population pan Pakistan and to make every possible effort to enhance their careers at MBL

Metro Cash & Carry Pakistan



As a global player operating in 25 countries, METRO's success was always founded on the deep understanding and solid relationship with our 24 million customers, our 150,000 employees from 156 nationalities and our suppliers.

Hence, for METRO, Inclusion is our approach actively taking into account, consciously acknowledging and truly appreciating the needs and preferences of our customers, employees and suppliers so that we are equally relevant and attractive to all of them. As part of our everyday culture, this mindset enables us to naturally discover and reach out to our stakeholders in all their Diversity.



For METRO, Diversity refers to the wealth of potential that METRO unleashes through inclusive leadership behavior, business and people processes, covering visible, subtle and deeper-level differences between individuals or groups. In 2017 METRO took the initiative of Women In Trade "WiT" with the vision to support and promote the professional development of women and drive cultural change in the organization.

Several initiatives were taken towards ensuring that the aim is achieved starting with Human Resource Director's Individual sessions in each of the 9 METRO Pakistan locations, Development of Female Individual Development Plans, Leadership Trainings such as METRO Sustainable Leadership Development Program, Opening of Day Care Center, Improved Benefits such as Maternity Limits/Vehicle Allowance, Launch of Sabbatical/Part Time Policy, Harassment Trainings and many more.



One of the key success factors for effective roll out and implementation of METRO WiT initiative has been the commitment from the Leadership Team which was documented when METRO Pakistan became the first country in METRO World to have penned down its commitment towards Gender Equality by signing UN Women Empowerment Principles.

Engro



Engro, with its over five decades' legacy, has always been a proponent of inclusive business models where it engages in viable businesses that improve the livelihoods of the most vulnerable members of society. In a country like Pakistan, where 39% of the population falls below the poverty line, nearly the entire female segment is untapped.



Engro, in partnership with USAID, initiated many projects to advance the cause of women workforce development. One such project is the Women Empowerment through Livestock Development (WELD), which aimed to improve the livestock management practices in the rural sectors of the country. Through research, it was discovered that 80% of the livestock management practices are carried out by women, who spend five to six hours daily on these tasks. The WELD project aimed to use targeted intervention via training of women to boost livestock production and widen access to commercial milk marketing.

Between July 2011 and June 2014, Engro's teams trained 18,682 milk producers covering about 600 villages in 146 Union Councils. In the same period, the team selected and trained 321 Female Village Milk Collectors and 322 Female Livestock Extension Workers. The results of this training were an increase in amount of milk collected by a liter per animal per day. The revenue generated because of increased milk stood in excess of Rs. 266 million in the period measured, which was from July 2011 to December 2013. Women like Phapul Khatoon, involved in this project, are now breadwinners for their families, earning up to Rs.50,000 per month, and examples to their communities and children.

Another project in partnership with USAID is Pathways to Success. The aim of this project was to impart knowledge to women, like Asma Bibi, so that they may make more informed life choices. The project was executed in areas around Karachi and Ghotki, home to some of Engro's key businesses. Women between the ages of 13 to 19 years were engaged in vocational and life skills trainings so that they could partake in the workforce and contribute towards the economic wellbeing of their households. Opportunities were created for them to enter the job force or start their own businesses. Over 330 vocational trainings were imparted to the beneficiaries of the program out of which 55 beneficiaries received jobs and internship opportunities within a year of the program. Over 60 toolkits were distributed for micro enterprise set up and more than 1500 beneficiaries received life skills trainings, including teaching to read and write. The positive impact of this program was the economic empowerment of some of the beneficiaries that learnt the value of education over child marriages and received awareness of basic hygiene and maternal & reproductive health practices.

Engro, through one of its subsidiaries Sindh Engro Coal Mining Company (SECMC), is working to extract coal for electricity generation from one of the most impoverished areas of Pakistan: Thar. Thar is a looming desert of Pakistan, where even the basic amenities are few and far between. Issues like access to basic healthcare have led to many cases of infant and child mortality. The infant mortality rate in Pakistan is approximately 66 per 1,000 births, by far the highest in South Asia, and Thar has the highest under 5 infant mortality rate in the country.



SECMC, in partnership with Indus Hospital, established the first clinic for women called the Marvi Mother & Child Health Clinic. The clinic is fully equipped with a specialized female gynecologist, a qualified nurse, an ultrasound machine, and provides gynecology-related medical checkups, free of cost medical consultation services, and free medicines. Over 3,000 patients visit the clinic, annually. However, in order to sustain the clinic and ensure that the conservative locals establish trust in the system, SECMC started a midwife training program for the local Thari women, like Sona Devi.

One of the most innovative programs Engro has running now, which won an accolade from UNGC, is the Women Dump Truck Training program. The Women Dump Truck Driver Program is an acclaimed and breakthrough project that is empowering females like Lata in the remote region of Tharparkar. Through the Women Dump Truck Driving Program, rural females of Tharparkar have an opportunity to broaden their livelihood by completing a training course to learn how to drive a dump truck in the Sindh Engro Coal Mining Company's coal project.

In a region where women do not even know how to drive, this program has so far trained 26 women to operate mining trucks in the coal mines. The aim to establish a new generation of empowered females who have access to better socio-economic opportunities, financial inclusion, and contribution in an area that has historically been notorious for ranking low on gender equality and inclusiveness.

Engro's efforts, through its subsidiaries, spread far and wide in its value chains. These are only a few of the initiatives Engro has undertaken as champions of all individuals, without discrimination, being developed to become contributing members of society. With a social fabric as varied as Pakistan's, projects remain targeted and intertwined with our businesses.



TAF Foundation



TAF Foundation, through its award-winning Vocational Training Institute project, is tackling the core social issues of unemployment and exploitation of female workforce. This is managed by developing skilled personnel and formalizing the existing informal sectors thereby achieving upward socio-economic mobility in the lives of the communities.

TAFF-VTI has identified a genuine need in the employment markets typically occupied by women. Thus, TAFF-VTI curriculum is built to address this gap. Vocations such as cooking, housekeeping, elderly care, customer service & retail sales are in high demand; yet a significant shortage of qualified workforce exists.



To fulfill this demand and institutionalize the domestic help industry in Pakistan, TAFF has designed, developed and launched a 'first-of-its-kind' Vocational Training Institute in Pakistan focused on training marginalized women.

TAFF-VTI is unique because it trains underprivileged women from urban slums and places them at premium salaries.

The recruitment process is completely transparent. Recruitment team has a challenging task to approach the less privileged women of marginalized areas, but they want to improve their lives.

Conscious efforts are made to ensure diversity & inclusion considering the below factors while recruiting students into the program:

- Geographical locations
- Socio-economic backgrounds
- Religions and ethnicities
- Educational backgrounds
- Age groups

Once recruited, the above factors demand that TAFF-VTI faculty deal with students from diverse backgrounds in the classroom and employ effective teaching strategies accordingly.

Below are the courses taught to our students over 15 weeks of training:

1. Elderly Care Assistant

2. Cooking & Housekeeping
3. Customer Service and Retail Sales

Soft Skills training is a mandatory part of all TAFF-VTI courses and includes subjects like legal & financial empowerment and personal & professional grooming.

The placement mechanism at TAFF-VTI is very systematic. Employments are facilitated through contracts between the employer and the graduate. This ensures safeguarding of mutual rights, an aspect which is currently non-existent in the domestic sector of Pakistan.

Since inception, around 350 students have graduated from TAFF-VTI out of which more than 90% have been placed in respectable jobs at different households and organizations. The average salary of a TAFF graduate is PKR 21,000.

TAF Foundation's TAFF-VTI project, won the Project Management Institute Karachi Pakistan Chapter Award for the Best Project in Community Advancement through Project Management in 2016. TAF Foundation has also won the Diversity & Inclusion Benchmarks award for 2018 in the categories of Social Responsibility and Product & Services.



PTCL

 The logo for 'ptel' features a green circular icon with a white dot in the center, followed by the lowercase letters 'ptel' in a green, sans-serif font. Below this, the tagline 'hello to the future' is written in a smaller, grey, lowercase font.

ptel
hello to the
future

The Pakistan Telecommunication Company Limited – our national carrier has a lineage as old as the country itself. The company started off as the government’s Telephone and Telegraph department (T&T) in 1947 and has evolved into this modern organization over time. A historical picture of PTCL will reveal a largely male-driven organization with representation from all ethnicities and geographical locations due to a widespread network and operations. As the company progressed and we developed a more diverse customer-base, we felt the need for a more diverse workforce in terms of gender as well.



77 years into its existence, PTCL is now a contemporary organization where Diversity and Inclusion is a strategic priority embedded in our mission to become the most admired telecom provider in and for Pakistan. We believe a workforce that does not represent all strata of society lacks the ability to gauge the inherent needs of its customers and consequently fails to deliver to its optimum potential. We opted not to pursue a quota-driven approach to achieve immediate results and instead created an environment where women felt encouraged to apply and would feel valued for the competitive edge they enjoy over other candidates. For PTCL, it has turned out to be a great decision as our power-house women are our strength who know their job and manage to inspire others to become a part of this enriching journey as well.

The company prides itself on a wide cohort of women at senior leadership positions that are managing diverse teams and are bringing their unique propositions to the table. We have women proving their mettle in leadership roles for functions like Technology, Commercial and Legal along with Communication and HR. Besides leadership we have women undertaking technical roles at high-stake operational offices such as Telephone Exchanges also. The management is focusing on creating a steady career ladder to ensure our female talent gets promising growth opportunities through trainings, coaching sessions, international exposure and custom-designed high-potential programs. We acknowledge the responsibility to provide equitable working conditions to all our employees and ensure they find a conducive work environment where they can thrive and work to their full potential. Our benefits package reinforces this notion. All employees are provided with the possibility to avail flexible work timings to suit their routine. Working mothers are encouraged to work from home twice a month and can avail the facility of an in-house Day Care facility for their children after availing a paid Maternity Leave. Once they resume their job they enjoy the provision to work further flexible timings till they feel comfortable in an 8-hour work routine. Fathers get a five-day Paternity Leave so they can contribute at home and play their part in welcoming the child home. Maryam Bilal, a recent mother shares her personal views on PTCL’s progressive policies;

“As a first time parent, juggling both professional and personal aspects of life is a struggle no doubt, but being at PTCL has enabled me to work towards a work-life harmony which I greatly value. Facilities like

the on-premises Day Care, medical unit, and work-from-home option allow me to focus with a peace of mind while being easily accessible to my one year old when needed. PTCL's employee-friendly policies have enabled me to strike a healthy balance between parenting and managing my career, which contributes greatly towards my commitment to the organization and work." Reserved physical spaces such as prayer rooms and priority parking are an added edge. A dedicated gym facility at the PTCL Sports Club provides women with the opportunity to work for a healthier mind and body with the comfort of secluded facilities. Sports spaces are available for use and nationwide tournaments are conducted annually to encourage a healthy spirit of competitiveness.

A virtual club by the name of The Pink Club is committed to undertake initiatives directed towards the health and well-being of our women. The club celebrates Women's Day with great zeal every year and celebratory events are arranged across regional offices featuring prominent inspirational speakers and an array of activities. An event for Breast Cancer Awareness was held this year and all staff convened physically and digitally to attend a talk with a Cancer survivor who came forward with her struggles to cope with the taboo of the disease and her journey of successful recovery through relentless commitment. The Pink Club keeps the female staff engaged in activities like No Meetha March – a month without processed sugar, Power Yoga sessions during Ramadan and master classes on life skills such as Self-Defense. The aim is to help women take care of their physical and mental health while they put their best foot forward at their jobs. PTCL continues to strive for excellence in terms of its products, services and service delivery. Moving forward the company is also driven to carve a niche for itself in inculcating a culture of inclusiveness in a way that all members of the society would feel at home working with the company.





JW Forland



Employee Benefits Challenges

JW Forland is an independent unit working under JW-SEZ. The group comprises of big units having well established set ups nationwide and internationally. As JW Forland is a newly established unit with a grand manufacturing plant and system, it has diversity in employing different programs for engaging employees. The benefits provided here are quite competitive and devised in such a way to balance internal and external competitiveness. Nevertheless, its not without challenges to launch and implement competitive program despite certain pressures. One of the challenges faced is external, our sister companies and other competitors. The benefits offered here are a bit diverse and flexible as compared to other ones. This attracts employees from different organizational set ups but also creates pressure for being so flexible in offering benefits.

The second most significant factor is to conduct gap analysis to get an idea of the things missed out at our end. For this a generalized analysis of market trends was conducted in following categories.

- Car Facility
- Fuel
- Mobile
- Group & Health Insurance
- Subsidized Food Policy
- Gratuity Fund
- Loan Policy

The benefits added up after reviewing different benefit programs are,

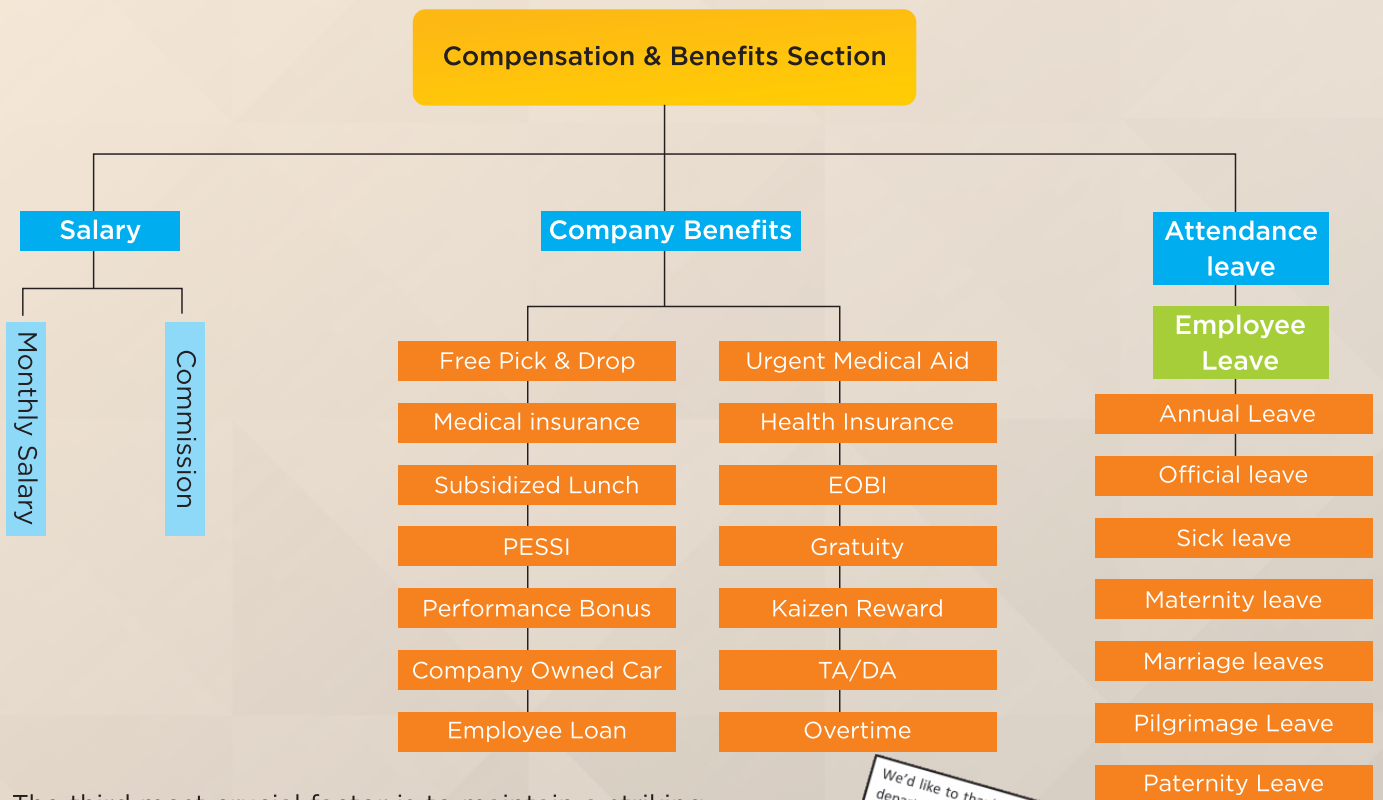
1. House Rent Allowance
2. Utilities
3. OPD (Dir-Manager Level)
4. Fuel (Top Mgt)
5. Mobile Ceiling (Dir-AM Level)
6. Car Maintenance (Dir-Manager Level)

Other allowances -benefits are;

- TA/DA
- Annual Increment
- Overtime/ Compensatory Leave/Pilgrimage Leave/Maternity/Paternity
- Company Owned Car
- Driver Facility
- Quarter Bonus
- EOBI

- PESSI
- Life and Health Insurance
- Subsidized Lunch Facility
- Pick and drop facility for employees
- Employee Loan Policy
- Kaizen Award

- The planned things are,
- Product Discount Policy
 - Hajj / Umrah Scheme
 - Award for Kaizen or improvement
 - Best Employee/ Best Performer Nominations
 - Employee Happiness Management
 - Employee Development Plan
 - Cash Paid Leaves
 - Eid Bonuses



The third most crucial factor is to maintain a striking balance between costs associated with the benefit programs and budgetary limits. We have carefully designed the yearly budget in such a way to add and redesign benefits as per requirement throughout the year. Last but not the least, the GDIB Benchmarks are quite remarkable. Our processes have become streamlined by following the standards mentioned in it. It's a great tool and if carefully designed and implemented can lead organizations to next level. We are currently in a process to implement it as a whole by covering up the major categories. We are quite thankful to HR Metrics and Centre for Diversity and Inclusion for providing such a great platform where we can evaluate and align our work practices globally.

We'd like to thank you for your interest in JW Forland. The integrated management department comprises of HR, Administration, HSE and Information Technology units.

The staff in our department is committed to provide prompt, courteous, and quality services to our internal and external customers. Our employees are our assets and our goal is to continually look for new and innovative ways to improve our processes and service delivery. We are available to assist in the areas of **Employee Relations, Training and Development, Compensation & Benefits**. The management and the team affirm our commitment to diversity and inclusion, and consider them essential elements of a vibrant corporate system and integral to our mission. We are determined to foster an environment of openness and respect for the many differences that enriches JW Forland including race, ethnicity, religion, gender, age, language & disability.

We are very proud to have incorporated state of the art digital solutions which includes **ORACLE ERP** (being introduced in an automotive firm in Pakistan for the very first time) and **Human Resource Information Systems**. Our compliance with international health and safety standards is second to none and we strive to make it better every day.

Our goal is to provide extraordinary service in a professional manner. We believe that "to whom much is given, much is required;" and we accept the challenge.

Furrukh R.
General Manager – Integrated Management
JW Forland

GlaxoSmithKline

Pakistan



GSK Pakistan has taken a lot of initiatives to improve gender diversity and inclusion. GSK Pakistan launched their Women Leadership Initiative (WLI), Pakistan Chapter in March 2018, with the commitment and support from its top leadership team. The WLI team started of the year by conducting focus groups in the least diverse areas of GSK Pakistan. The main challenge identified towards diversity was a subconscious gender bias in the mindsets of people within and outside the organization.

As a first step, the WLI team conducted workshops on diversity and inclusion by engaging renowned external facilitators. These workshops were a great success and helped lay the groundwork towards what GSK is trying to achieve in the long run i.e. gender balanced workforce, in line with GSK values. The WLI team received very positive feedback from participants of these sessions as it enhanced their confidence and aided them to learn inclusive communication and ways of working by overcoming subconscious biases and gender stereotypes.

Moreover, the WLI team connects with employees via bi-monthly virtual calls to build on engagement and teamwork, creating a positive work culture where both genders feel safe to co-exist.

Our efforts were also recognized externally by the Overseas Investors Chamber of Commerce and Industry (OICCI), who awarded GSK Pakistan in the “growing women leaders” category for 2018.

We look forward in continuing to create a positive impact for diversity and inclusion in 2019 and beyond.



GSK PAKISTAN WINS OICCI WOMEN EMPOWER AWARD 2018

The Overseas Investors Chamber of Commerce & Industry (OICCI) recognized GSK for its Women Leadership Initiative (WLI) to empower women in the workforce on December 12, 2018

DESTINATIONS
MIGHT CHANGE
BUT THE **SERVICE**
NEVER DOES

PAKISTANS LARGEST
COLLECTION
OF FIVE-STAR HOTELS



HASHOO



KARACHI LAHORE RAWALPINDI PESHAWAR BHURBAN MUZAFFARABAD GWADAR

*UPCOMING HOTELS: MIRPUR MULTAN MALAM JABBA HAYATABAD

Hashoo Group's

Transformation & Success With People



Greetings to the readers of HR Metrics magazine, an excellent platform sharing HR best practices. I'm Fauzia Ahmad, Chief Human Resource Officer at Hashoo Group, owners of the Pearl-Continental and Marriott Hotels in Pakistan. We're the largest and leading luxury hospitality chain in the country, with an employee base of 5,000 diverse employees and thousands of jobs that have been created through our supply chain across Pakistan. With nine existing hotels and three more being launched in the next year, our people remain at the core of our business as the most important asset in making Hashoo Group what it is today. Operating in a fast-paced world, the average age of our workforce is 38, with more than 50% millennials. This means constant change, technological advancements, a diverse workforce, and increased competition. What I'd like to share is how we addressed the new workforce's changing attitudes towards work environment, yet opening to them ample opportunities to learn, grow and compete. Constantly re-thinking our HR strategies to prepare for days to come, was the only way to go.

To begin with, we set a vision for the group "Being a progressive HR team, enabling the line of business and energizing the Hashoo Team to boost company performance." Keeping Hashoo Group a synonym for Hospitality in Pakistan, we also

realigned the HR strategy. For this, our primary focus was on three things; employee engagement, organizational agility, and performance-based culture. Here I will briefly share the strategy for each one.

Employee Engagement: To start with, an employee engagement survey was conducted through an independent consultant. The results from the survey showed 83% of our employees were happy and engaged. In order to empower and enhance ownership, the results were shared with the employees, to empower and enhance ownership, and they were made part of the action planning.

Organizational Agility: The next step was to move toward becoming a lean and agile organization backed by technology and digitization. We've started automating our existing processes with an HRIS to increase efficiency, excel in internal service delivery with sophisticated data management. This was also a step toward going paperless.

Building Performance-Based Culture: The third step was to introduce a target based performance management system. This would naturally enhance ownership, accountability, and

collaboration. Employees were trained and equipped to set and align targets for themselves and their teams to be measured on. The objective here was to create a more supportive and shared performance-based culture where open feedback was encouraged, aiming towards development. It doesn't stop here. We're continuously offering development & career opportunities to our people to build a talent pipeline for future challenges. When it comes to diversity, with the workforce from every part of the country, we're progressing toward building an inclusive organization that celebrates differences and diversity. We've also

revised our policies on employee wellbeing, and are constantly evaluating other support programs. Through this transformational journey, we're confident of making HR at Hashoo Group a robust, dynamic and key strategic player to the business. We have a firm belief that our continued success and growth is because of our people who go the extra mile in fulfilling our guests' needs and building their trust in the Group. It's only in a collaborative & purposeful culture that will help enable our employees to deliver our vision and beyond.

HBL

HBL opened its doors in 1941 and moved its operations to Pakistan in 1947, becoming the first commercial bank in the country. Over the years, HBL has grown to be the bank of the masses and has maintained its position as the largest private sector bank in Pakistan, employing over 15,000 employees with a global footprint in over 15 countries.

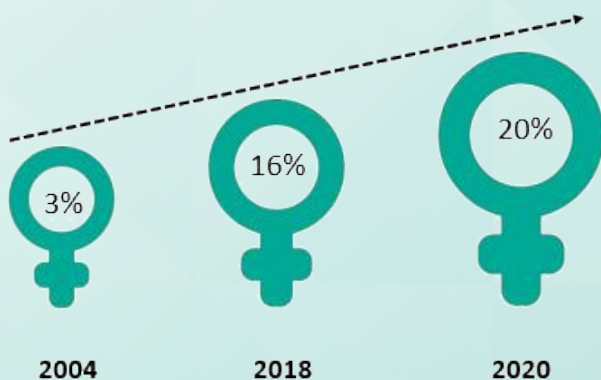
HBL & Diversity

Only a mere 3% of women in Pakistan have a bank account. Tapping into this untouched segment, HBL set out to redefine banking for women and introduced HBL Nisa in 2016. HBL Nisa is a banking product crafted specifically for females, it understands the banking needs of females and offers services that cater to their financial needs.

We at HBL believe that our ability to deliver stellar results is fueled by embracing diversity. This reflects in our gender diversity vision:

“Make HBL the employer of choice for all. Build a gender inclusive workplace where we leverage the strength of our rich and diverse culture, talent and ideas to build the most attractive environment for

to integrate gender diversity into the business strategy and goals and communicate those throughout the Bank. To protect and safeguard rights of employees, HBL has clearly defined anti-harassment and whistle blowing policies. Employees can report incidents of harassment through a number of channels including a SpeakUp email address, HR Helpline, through their respective HR Relationship Managers or anonymously to the compliance department. Strict disciplinary actions are taken against harassers. A case study has been published by IFC & PBC highlighting HBL’s efforts in creating a safe workplace. HBL Gender Intelligence Training Program was jointly developed by HBL & IFC for all HBL employees. It serves as a tool to eliminate gender imbalances by promoting gender awareness and encouraging behavioral change. So far, more than 5000 employees have attended the training. All employees are also required to complete a mandatory e-learning on Understanding and Handling Harassment at Workplace. Women@HBL platform was introduced to enable women to interact cross-functionally and with their HR Relationship Managers. It also highlights inspiring women at HBL and provides them a platform to make their stories heard. Based on HBL’s efforts, we have won three awards in the past year; Recognizing gender diversity - Special Recognition (local banks) by CFA Society Pakistan, Employer of choice for gender balance award for gender balance (bronze award) by IFC & PBC and Global Diversity & Inclusion Awards - Products and Services Category (HR Metrics). HBL is an advocate of UN SDG 5: Achieve Gender Equality and Empower all Women and Girls. As a progressive organization, concrete steps are being taken by HBL to create conducive and enabling environment for women. Be it offering child support allowance or providing age relaxation to women for entry-level jobs, we are moving the needle in gender diversity one step at a time.



internal as well as external stakeholders.” We started off with a women population of 3% at the time of privatization and aim to have 20% female participation by 2020. Based on commitment from top level, a diversity council has been established

Allied Bank Limited

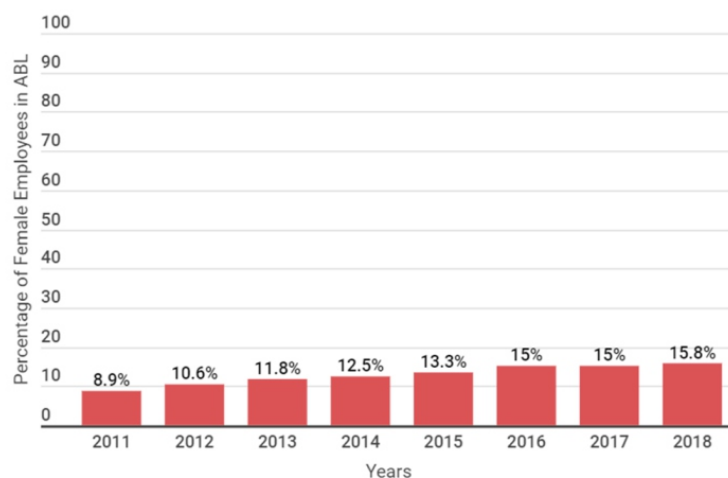


Gender equality is the key to achieving sustainable economic, social and environmental development in any society. Allied Bank Limited (ABL) while embracing this ideology broke stereotypes in the male dominated banking industry of Pakistan by pioneering a road map for eliminating gender biasness. This bold move taken by ABL has a profound impact on the overall banking industry. ABL understands that gender equality is the key driver behind maximizing employees and hence Bank's overall productivity and performance, Human Resource Group (HRG) has taken various initiatives to narrow down the gender gap.

One major initiative taken by the HRG was to implement 'Anti-Harassment Policy' with focus on achieving the goal of zero workplace harassment for all employees. An Anti-Harassment Committee comprising of four executive level members has been set up with female representation of 50% on the same. The Chief Anti-Harassment Officer (CAHO) is also a female. Till date, 23 anti-harassment complaints have been received and resolved on high priority basis.

The graph below shows the percentage of female employees in ABL from 2011-2018.

Female Employees in Allied Bank Limited from 2011-2018

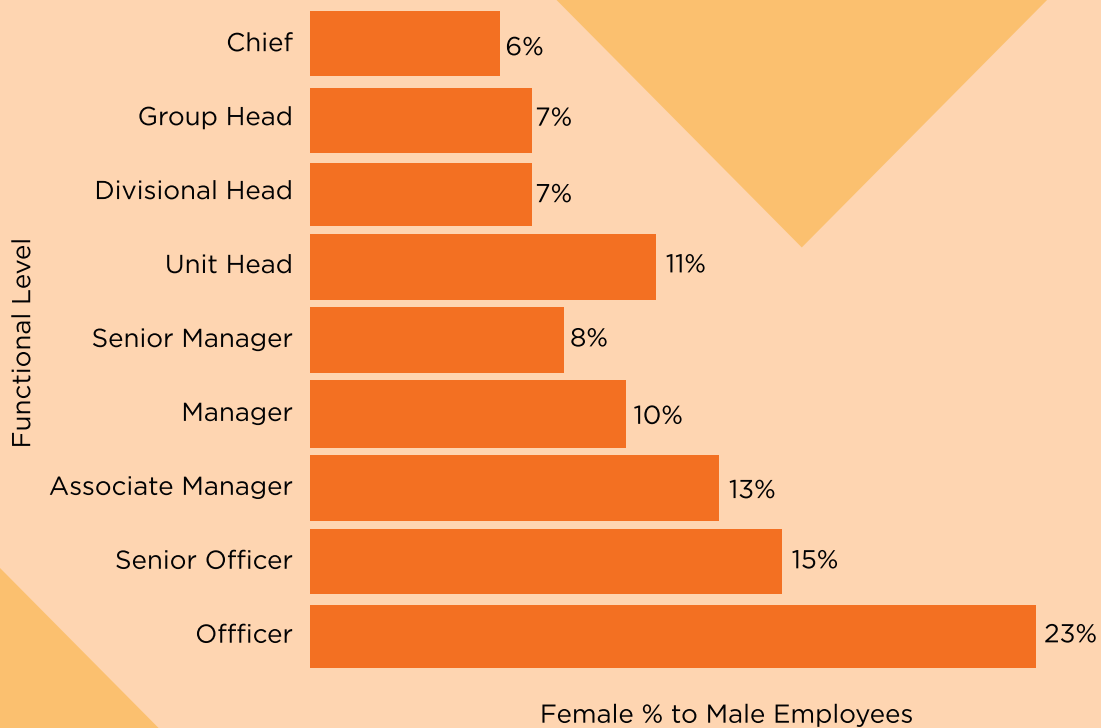


In line with ABL's strategic plan, percentage of female staff has doubled to 15.8% in 2018 from 8.9% in 2011 and is envisioned to increase to 25% by 2020.

To increase the gender parity index, revolutionary decisions have been taken to remove barriers hindering full and equal participation of women at all functional levels. ABL, as the industry pioneer successfully introduced the concept of 'Women Branches'. This initiative has enabled women from all walks of life to become part of ABL. It is worthy to note that female representation has

substantially increased at all hierarchical levels ranging from junior to top management positions. ABL is one of the first banks in the Pakistani banking industry where a female is working at a key executive position such as Chief HR. This initiative has encouraged other banks to induct females in pivotal and leading roles.

Summary of female employee presence in various hierachies



Another ground-breaking initiative towards gender equality is the move towards work flexibility. ABL is experiencing a paradigm shift towards digital banking and is heavily investing in technological advancements. Not only has this provided an opportunity to female IT experts, it has also enabled various functions of the bank to

be remotely accessed enabling especially females to work from home in certain circumstances. Further, in various industry surveys by consulting firms such as Ernst & Young (EY), ABL's gender diversity and inclusion efforts have been recognized.

Bank Alfalah Limited



Bank Alfalah

Bank Alfalah not only caters exemplary services to their customers but also invests in the prosperity and work life balance of their employees. The concept to achieve the desired outcome includes the elements to provide the employees with a work place that offers advantages and adaptability, so the staff contribute their time, vitality and energy into the respective profession.

The policy, arrangements and practices of bank Alfalah emphasize on employed representative advantages, work-life integration and adaptability. The organization not only encourages the inclusion of female workforce but facilitates the pursuit of their profession as well through distinctly women friendly policies. The current adopted policy span over Childcare, Maternity, Paternity, Pilgrimage, Prolonged Illness, Iddat Leaves, Flexible Working Hours, Health and Fitness, Education, Medical and Life Insurance Coverage, Pay Continuity, Late Sitting Policy, Events.

Alfalah effectively facilitates the female staff and single mothers/guardians through childcare policy. Under this program, working moms and single guardians are qualified for a childcare stipend of Rs10,000/- a month which they can use to pay a childcare center or a caretaker they can procure at home.

Alfalah has adopted immensely favourable maternity and paternity policies that assists both genders keeping in view their required role. The female representatives are qualified for a multi-day maternity leave i.e. up to 90 days leave while the male workers are qualified for a 7-day paternity leave. In addition to this policy, the medical insurance coverage not only benefits the whole



On World Diabetes Day, we organized a free health camp for our employees to check their sugar levels, cholesterol, blood pressure, BMI, and provided free counselling to them.



On World Mental Health Day, we conducted a bank wide activity in which we encouraged our staff to think about the stressors in their lives and share action plans to overcome them. We rewarded the best action plans.

working force but further aids the employees through the provision of funds for the coverage of room rent and maternity OPD, including mother child follow up treatments.

On individual basis, the healthcare insurance policy sponsors the medical funds relating to spouses, children and parents, follow-up treatments on chronic diseases like cancer, Hepatitis B and C, cardio-vascular complications and AIDS. Under this category various disease awareness seminars are also arranged for the purpose of awareness among the employees.

An exceptionally unique category of leave is attributed to the Alfalah regarding the women empowerment policies, that is the "Iddat leave". Under this code, the female workforce is granted

with a full-paid 130 day leave in relevance to the death of their spouse, generating and ensuring job security to the already affected female employees. Another set of rules credited to Alfalah in their affable accommodation of employees that are immensely supportive of female workforce are the flexible duty hours in communication with the fellow workmates. The required working hours of the duty are not reduced or increased but the pattern is altered to facilitate the employees. Working from home is another adjunct to this workforce friendly policies which enables the employees to fulfill their mandatory duty hours from home as well which is incredibly benevolent to the female workforce.



Fatima Group



Fatima Groups believes that diversity and inclusion mechanism is need of the hour. While numbers of educated women in the urban region are much larger than the rural areas, these are not truly reflected in their economic contribution. For Fatima Group, having more women in workforce, without the hiring process being effected by the job nature is the primary but a much needed step. The group's effort toward diversity starts at the very first step with an equal opportunity and transparent recruitment efforts.

For Fatima Group, gender diversity is not only about improving the gender balance but taking diverse and differently abled skilled resources onboard. The group is proud to say that they live diversity through their workforce, geographical presence as well as the products and services offered. Fatima Group envisions instilling in every employee the feelings of inclusivity, respect for work and performance before gender, race or cast. Fatima Group operations are based on a sound "Organizational Development Philosophy". We operate on a three step assessment model, the model includes;

- **Self-effectiveness:** We encourage individuals to continuously evaluate their performance and effectiveness at work. These are later mapped onto a larger training and development calendar.
- **Team /Supervisor Analysis:** All teams functioning within the organization are evaluated in a comprehensive 360 model. The teams are constantly aligned with the greater organizational goal.
- **Leading the Organization:** Once the entire human capital has been scanned, the organization prepares its leadership and the potential stream of leaders to lead the way for great development.



Through the above process, the organization is able to pave way for the future by strengthening out talent streams, change mindsets and uplift skills. The same is applied to the entire recruitment, retention and development processes.

Recruitment is at the heart of the HR processes. As the group diversifies and expands its portfolio, the recruitment protocols become ever more important. The centralized recruitment team is taking care of more than 6000 employees across the group in over 15 businesses. Therefore, countering biases and balancing the difference of opinion in favor of a professional outlook is a critical part of the HR protocols.



HRSG

HRSG

Preamble: The following account was narrated to us by one of our female workers after they were placed by HRSG in a manufacturing company.

"For women in our society, taking care of the family and running errands is a default role that is inescapable and unappreciated. It's something that just has to be done, there's no way out. Despite that, I decided to start teaching at a local school during the day, thinking I'd do my part to contribute, as if I wasn't already.

Working as a teacher at a local school was demanding and time consuming. Getting back home in the afternoon was pointless; as soon as I would step in, I'd be greeted with an onslaught of household chores. It was too overwhelming. Receiving any sort of appreciation or even a simple pat on the back was rare. My brother on the other hand, who was working at a manufacturing factory, was actually waited on and hailed as a champion as soon as he would set foot in the house. My parents would start bawling like babies if he was running slightly late. Not to scorn my brother, but for me, it was discouraging to say the least.

Between this emotional struggle and the physical toll of working in school and at home, I did not think I would last too long.

Soon enough, I got an opportunity to work for the same company that my brother was in. When I changed jobs, I can tell you for certain, my family's demeanor towards me took a 180 degree turn. For the first time in my life, I was feeling at par with my brother. I felt significant.

Being hired by HRSG for this role didn't only boost my income, it helped create a feeling of social acceptance around me. A feeling of warmth. A feeling that I mattered. My brother was granted a

decent education by default. I had to fight for mine.

Initially, there was an obvious bias when it came to funding the education of a boy or a girl in the same household; I could sense that bias fading. With the extra income that was coming in, my parents were now considering providing my younger sister a proper education as well. Hopefully, this will turn into a chain reaction of progress and development for women across all stratas."

This feeling of acceptance experienced across 200 women hired under this project, turned into a realization for 200 households. The realization that a daughter is no less than a son and should benefit with the same investment and love that is afforded to the latter.

These were 200 small steps towards an inclusive society and as a company that extensively advocates for such diversity, we hope to take many more.

Khaadi



In Pakistan, where presence of women in workforce is still scarce, Khaadi is one the few organizations in Pakistan which is playing an active role in gender balancing and inclusion of women in their work force. Khaadi is the leader of the fashion world and has revolutionized fashion retail with innovative designs and practices that reflect the trends of changing times. Their distinctive design philosophy is based on a unique 'global-ethnic' fusion and has leading competitive edge as they remain true to their values of pursuing fashion and art with authenticity and inclusion.

At Khaadi, the involvement of women in the workforce is an essential measure for their 1,290 employee strong organization's success as they work towards empowering women and creating avenues for women's professional growth.

Khaadi has implemented the following positive discrimination practices for women that are exemplary in order to provide comfortable and convenient environment for them to work in.

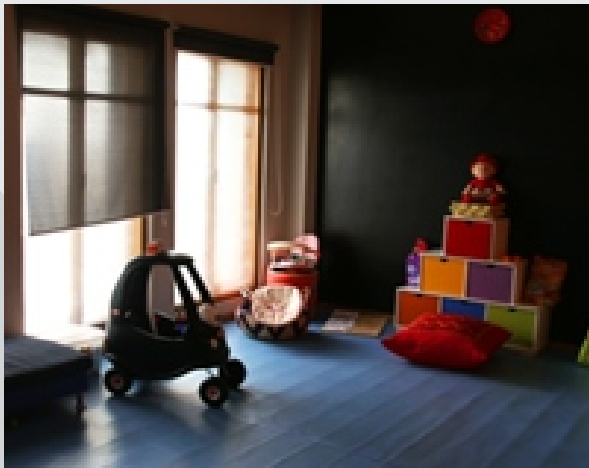
Khaadi ensures safe and accessible travel for women and provides daily 'Pick and drop' services to their female employees. Furthermore, female employees at Khaadi are offered 5 star hotel stay when travelling for work regardless of their designation.

To enable female employees to balance home and work responsibilities that typically hinder career growth opportunities in Pakistan, Khaadi offers limited working hours to the female employees from 8:00am - 4:00pm. It also gives the option of working from home and to design flexible working hours for the women employed by Khaadi. It also

has two daycare centers at Khaadi headquarters for the working mothers.

As a fashion brand for women, Khaadi understands and appreciates the hard work and sacrifices mothers in the workplace make which is not only evident in their policies but also in their campaigns.

Having emerged as a leading Pakistani fashion and lifestyle brand and in the short time since their inception in 1998, Khaadi have quickly transformed into a robust brand with international presence, largely thanks to their dedicated workforce. Khaadi continues to work towards being an inclusive and progressive work environment for women, implementing policies and creating more opportunities that ensure gender diversity.



Mentor

A Siemens Business

Mentor[®]
A Siemens Business

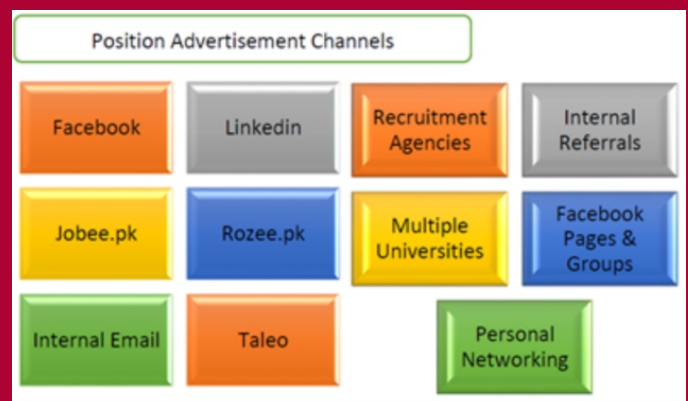
Mentor- Siemens has adopted a culture of inclusion that goes beyond filling of required quotas. It promotes diversity and supports its employees in many different ways of life as much as possible, for example by offering childcare, flexible work schedules, diversity employee networks, and workplaces equipped for the disabled.

Mentor- Siemens is much more than a collection of highly skilled people working to create revolutionary electronic design software. In all its activities, actions, and programs, the organization wants to make the most of the diversity in the workforce. The company establishes an open work environment for all of the employees, regardless of cultural background, ethnicity, origin, sexual orientation, or gender identity, expression, or characteristics. This creates possibilities for diverse experiences and interactions, with the overall goal of achieving a diversity of mindsets throughout the company.

Mentor-Siemens has ensured that Diversity and Inclusion (D&I) is integrated into recruitment, talent development, advancement, and retention. Following steps are taken by the organization:

1. Recruitment includes advertising on diversity-focused career websites, using social media, and networking with internal and external diversity groups.

Mentor Siemens is following the recruitment & retention model that is based on organization's viewing of recruitment and retention together as an integrated strategy. All the positions are being advertised on multiple channels to attain diverse mindset that eventually helps business to grow and get better with each taking step.



Here are some of the recruitment channels:

2. Recruitment and selection panels understand how bias enters into recruiting and therefore include members knowledgeable about the diverse population the organization wants to attract.



In Mentor Graphics, It is compulsory for all the managers and interviewers to take the training of unconscious bias, manager further gives the training to their team, the training covers all aspects of biasness with a major focus on the hiring of candidates. Here is the interview procedure at Mentor Graphics:

3. Special efforts are made to place members of underrepresented groups in positions that serve as succession pools for future promotion.
5. Employees are encouraged to consider development opportunities and positions

outside their current functional, technical, or professional area.

6. Development through self-assessment, coaching, mentoring, and participating in projects where accomplishments can become known is open and encouraged.
7. Employees are exposed to a variety of cultures, markets, values, and practices as part of development and retention.
8. High potential talent is provided with internal coaches, mentors, and external coaching opportunities to maximize performance and develop advanced careers.

In order to achieve work-life integration and facility, a broad Work/Life concept is formulated for flexible working arrangements, employee support programs, health management and counseling measures. Explicitly, this means to enable employees to work from home, take a sabbatical and receive home services in their office. At Mentor, Siemens embracing multi-faceted Diversity and Inclusion as a business imperative and part of our social responsibility is vital. With the aim of fostering and retaining a qualified and productive workforce and by supporting open and respectful environments, the company has established and initiated many innovative and forward thinking benefit programs in last 5 years.

Mentor, A Siemens Business also understands that the company has diverse workforce and when it comes to employee benefit programs “one size doesn't fit all”. That is why allowing and helping the employees to integrate what they value into their daily lives is essential. Due to a comprehensive

benefit program, the employees easily blend work and leisure that creates higher levels of satisfaction, overall happiness and productivity.

The employees enjoy free gym sessions during the work day, picking their children from school, and taking breaks to meet a friend for lunch or attending important family events during the day. The employees are also allowed to leave early to have dinner with the family and then they work from home to make up for the time lost during the day.

After evaluating the organization for the 5 levels in the “Benefits” category according to the GDIB Standard checklist, it can be proudly said that Mentor, a Siemens Business in Category 5 (Benefits, work-life integration and flexibility) is at “Level 5 - Best Practices”.

KFC is Expanding **CAREER** **OPPORTUNITIES** & Breaking Stereotypes

At KFC, diversity and inclusion is not merely a philosophy but a reality that is rooted deep into its corporate culture. It is an instilled belief that inclusion and diversity is not just a goal on a board – it is a way of life and a way of doing business. KFC's "How We Work Together" principles is built on the belief that everyone one should get a chance to make a difference and nothing should stand in the way of it.

The core guiding principle that makes KFC Pakistan a great place to work is "Believe in all people". KFC puts this belief into actions by creating a diverse and inclusive workplace where there are no barriers to progression based on any stereotypical bias. Opportunities are available for everyone based on their talent and dedication, regardless what their gender, race, educational background, creed and ethnicity may be.

Nida Nasir, General Manager HR at KFC said, "Being a responsible employer of more than 3000+ employees, we know first-hand that having diverse ideas and opinions in our talent pool improves our ability to be creative and enables us to achieve break through results." With this mindset, KFC is generating employment opportunities for the differently abled community and women across its operations in Pakistan.

Today, KFC Pakistan runs 83 restaurants with over 300 female employee working at every level in the Organization, from cashiers to delivery riders and from restaurant managers to Leadership team members such as GM Finance and GM HR. The Organization also regularly collaborates with the Family & Education Support Foundation (FESF) in providing education and job opportunities to the deaf community in Pakistan.

Pakistan's business dynamics have changed over the past several years, but opportunities for the deaf community are still scarce. Even the allocated quota for the differently -abled by the government is not sufficient to cater for this largely neglected community, which makes it difficult for them to earn a decent livelihood. This vacuum has created an opportunity for KFC to play its role and generate multiple streams of income for deserving candidates.

KFC has collaborated with non-profit organizations like Family Education Services Foundation 'FESF' to hire hearing and speech impaired candidates. Due to a lack of local infrastructure on special needs schools focused purely on the retail skill development concerning employability, KFC has collaborated with FESF to set up the Deaf Reach School - KFC Campus. The school employs a team of highly trained staff works on developing students' skill sets in academic and vocational training, which increases their employability.

To hire the differently-abled candidates, KFC conducts Quarterly Recruitment Centers in Karachi, Lahore and Islamabad where qualified interpreters support KFC employees with the entire recruitment process. Every differently-abled candidate has to go through a rigorous screening process which is similar to what others go through, since the capability required to make burgers is the same across the board. KFC has been able to identify exceptional talent through this process and aims to increase the intake of hearing-impaired individuals based on this success.

KFC operates seven dedicated stores with hearing-impaired staff across the country and

aims to add more to the mix soon. The Chief Operations Officer, Humayun Sajid shares, "It is wonderful to share that KFC customers are very supportive, kind and compassionate in their interaction with special employees, which renews our faith of a robust business case for hiring the differently-abled. The work that our deaf staff does in the stores is amazing and it not only gives us great pride to call them a part of our team but also adds to effectiveness of our stores because they are so dedicated to their work"

Apart from creating opportunities for the hearing-impaired community, KFC also strives to create a culture of equal opportunity for women and is home to more than 300 female employees across its stores. Recently, the Organization introduced 'Dame Riders Program,' consisting of a first of its

kind fleet of female delivery riders in Lahore. The project aims to expand employment opportunities and break stereotypes associated with certain type of jobs.

KFC has also introduced an all-female operated restaurant at Packages Mall, Lahore, where everything from cooking the chicken to managing the restaurant operations is managed by female staff members. This is yet another step towards expanding job opportunities for women and paving the way for others to follow.

Raza Pirbhai, Chief Executive Officer KFC Pakistan believes in the power of diversity and its impact on business results. People interact and collaborate to strengthen the backbone of the company, reinforcing this belief he said, "Diversity of thoughts and diversity of background in a collaborative environment result in better empathy and better decision-making - which paves the way towards better leadership."

KFC has taken the concept of Diversity and Inclusion to new heights with these innovative and disruptive initiatives. By spearheading such spirited initiatives, KFC has become a benchmark for others to follow. KFC management believes that "we all have a part to play in developing our society and expanding job opportunities which will enable us to flourish as a nation".





The
Originals

KFC'S NEXT GEN LEADERSHIP PROGRAM'19

ORIGINAL

RECIPE

ORIGINAL

THINKING

ORIGINAL

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GLOBAL

Diversity & Inclusion Benchmarks Standard

We have conducted 14 sessions of Diversity and Inclusion. International experts were involved as speakers in these sessions.

Key Learning Points from GDIB Speakers' Sessions 2018-19

GDIB Category 1: **D&I Vision, Strategy, and Business Case** **15 November, 2018**



Nene Molefi

Managing Director,
Mandate Molefi Consultants

- 5 Different approaches to Diversity & Inclusion (Social Justice, Competence, Compliance, Dignity and Organizational Development).
- Reasons why there might be false starts, transformation fatigue, lack of trust because there never has been a direction with regards to D&I that this is what you'd like to achieve.
- Integration of the H3 Model: the Head, the Heart and the Hands can enable organizations to come up with a sustainable approach towards D&I, as lack of integration can end up in compliance where organizational objectives will not be aligned to its DEI Vision.
- Consequences of misalignment of Head, Heart & Hands; rushing for implementation, uncommitted leaders, disconnected employees and false starts.
- Internal and external liabilities/opportunities if your organization does/does not embark on the D&I journey.
- Features of a Vision Statement focusing on D&I.



Ilene Wasserman

Founder & President,
ICW Consulting

GDIB Category 2: **Leadership and Accountability** **22 November, 2018**

- Senior Leadership's personal experience of inclusion/exclusion pushes them into D&I conversation with much more heart.
- Paradox of D&I is that vulnerability is difficult for leaders to show, yet it is encouraged to be shown. Leaders must be strategically vulnerable and demonstrate strength simultaneously.
- It is imperative to contextualize Diversity & Inclusion, thus the language and models need to be different.



Tom Verghese

Principal & Consultant,
Cultural Synergies



Renee Yuengling

Principal,
CulturePoint LLC



Nadia Younes

Chief Innovation Officer,
EDGE Strategy AG

GDIB Category 3: **D&I Structure and Implementation** **29 November, 2018**

- Unconscious bias and lack of cultural knowledge creates all sorts of challenges for the workplace and are responsible for most of the inequity in organizations.
- D&I is a personal leadership competencies issue rather than a regulatory issue as it has more to do with how people work effectively with each other and how they get to high performance than it does with whether or not people obey the ranks.
- In GDIB, as you move up the levels of progression, there is a level of measurement and assessment that is important for a solid D&I query.
- You have to have the right social capital and build relationship with decision makers which build trust over time.
- Processes must be unbiased in order to fully embark on the D&I journey.

GDIB Category 4: **Recruitment, Retention, Development, and Advancement** **6 December, 2018**

Following Cs are critical to this category, specifically:

- Clarity - have your senior leaders clarify and articulate what your organization's vision, mission, values and culture are and what they expect from its future and current staff.
- Communication - make sure to communicate the organization's ethos and expectations to all potential and current staff members.
- Consistency - regular, informal communication and feedback flow between a manager and subordinates/team members (in addition to any periodic formal performance management processes).
- Challenge - constantly challenge staff to be the best they can be but NOT in competition with others. Get rid of the forced evaluation curve that Jack Welch and others have loved so much!



Jeremy Solomons

Founder & President,
Jeremy Solomons & Associates



Fatima Asad-Said

Regional Executive Director
Human Capital Excellence,
Abacus Consulting



Cathy Leonard

Diversity & Inclusion Strategist,
Cathy Leonard Consulting



Imran Fazal

Director Organization Development,
Telenor Pakistan Limited

GDIB Category 5:

Benefits, Work-life Integration, and Flexibility

13 December, 2018

- Benefits, work-life integration and flexibility are an area where, if done well, employers can really differentiate themselves. By making them a true employer of choice whereby diverse individuals can join and advance through the organization, creating a fit between work and other life priorities, in a way that is valued and celebrated both for the employee as an individual and the value they bring to the organization.
- Flexible work and integration options are available to all employees where possible and employees should not be penalized for using them - whether formally or informally.
- Flexibility options and benefits are regularly reviewed with the workforce and against developing practices and opportunities to test for relevance and impact as employee needs and tools/options available change over time.
- Benefits, integration and flexibility options are developed with diverse perspectives so that offerings are culturally sensitive and accommodative for all.

GDIB Category 6:

Job Design, Classification, and Compensation

20th December, 2018

To begin working on interpersonal skills in your organization, start by addressing these issues:

1. Begin with understanding our personal biases. If we're going to make conscious choices to create a more inclusive workplace, we have to develop a deeper understanding of our own biases. Being aware of our biases is the first step in helping us manage them.
2. Get to know the other point of view. We're deeply influenced by the informational echo chambers we live in, but it's important to take the time to really understand where others are coming from on the other side of an issue.
3. Try to disagree without being disagreeable. Agree on a set of ground rules. The more we can keep the conversation in a civil tone, the greater the chance we have of understanding each other and finding common ground.
4. Be willing to forgive and apologize. Be willing to admit when you're wrong. This may be



Howard Ross

Founder,
Cook Ross Inc

GDIB Category 7: **D&I Learning and Education** 27 December, 2018



Duncan Smith

Founder & Principal,
ADC Associates

- Know both your and your organization's primary approach to and motivation for doing D&I work as you consider designing D&I Learning and Education programs.
- Be clear on how your D&I Learning programs will help your organization achieve its goals — have a clear "Business Case" for the programs.
- As a D&I educator, be constantly learning and doing your own work. and be prepared to work effectively with a wide range of responses to D&I, including from people who disagree.
- In any D&I Learning program, know who is in the room, find out what "diversity" means to them, take an inclusive approach, have a plan, be flexible in responding to the needs of the group, and create a safe container for the group to engage and explore.

GDIB Category 8:

Assessment, Measurement, and Research 3 January, 2019



JuanCarlos Arauz

Founding Executive
Director at E3: Educations,
Excellence & Equity



Furqan Bashir

Head of Equality,
Diversity & Inclusion,
British Council

- It is essential to ensure there is leadership consensus to the value of a more diverse work-force. Consider using the framework I.D.E.A. in which we first ensure inclusionary belief as the foundation; address the diverse perspectives and inequitable issues in order to collectively create an idea.
- The ability to identify the equity practice of asset-based approaches is a strong strategy that is effective over time.
- Organizations don't change, people do, Change your behavior - your mind-set will change; practice - practice - practice.
- The more diverse experiences, the stronger your skills as we know that diverse perspectives spurs innovation and can make the strongest team achieve their fullest potential.
- Adults are best engaged when: They are involved in the planning and evaluation of their instruction. They have meaningful experiences that include mistakes. The content is relevant to their job or personal life. The content is problem-centred rather than content-oriented.



Cindi Love

Founder & Principal,
ADC Associates



Khadija Hashmi

Head Corporate Affairs & Brand
and Marketing, Standard Chartered
Bank Pakistan Limited

GDIB Category 9: **D&I Communications**
10 January, 2019

- Organize communications strategy around the five stages of diffusion theory in social networks.
- Use innovations that match the organization's pre-existing system. These require fewer coincidental changes and are easy to assess and more likely to be adopted. Part of your work is to find these matches.
- Create a common lexicon that centres' on human dignity and organizational performance improvement (Every Wall is a Door and Every Door that Opens is an Opportunity).
- Address Structure involving components and structural design, Technology involving work processes, methods, and equipment and People involving attitudes, expectations, perceptions, and behavior- individual and group.
- Identify catalysts, people who can engage others in dialogue. Recruit them, train them and resource them. This is typically informal.



Ursula Wynhoven

Chief Governance and
Social Sustainability,
UN Global Compact



Khadija Hashmi

Head Corporate Affairs & Brand
and Marketing, Standard Chartered
Bank Pakistan Limited

GDIB Category 10: **Connecting D&I and Sustainability**
17 January, 2019

- The adoption of the UN Sustainable Development Goals (SDGs) by all 193 governments of the United Nations has created a strategic opportunity for diversity and inclusion connected with the fact that the 17 goals and 169 targets of the SDGs have inclusion, equality and leaving no one behind at their heart.
- There has already been a lot of uptake of the SDGs by many organizations around the world at the leadership level.
- Connections between diversity and inclusion and sustainability within organizations are being strengthened in various ways.
- The GDIB chapter on sustainability points the way to how this can be done.



Kristal Moore Clemons

Director Online Ed.D. Program,
Florida State University

GDIB Category 11:

Community, Government Relations, & Social Responsibility

24 January, 2019

- The fusion of a culturally responsive integrated reading curriculum creates a sense of belonging to the educational process for all participants.
- Many of the scholars/ students share how they experience a lack of inclusion in the curriculum in traditional school. They expressed how their personal viewpoints were not always valued which in turn produced a diminished desire and drive to excel. Through Freedom Schools and its culturally responsive curriculum and pedagogy, scholars and parents are able to find voice, and work in an educational space that affirms their identity.



Naseer Memon

General Manager CSR, Public Affairs
& Communications, Sindh
Engro Coal Mining Company

GDIB Category 12:

General Manager CSR, Public Affairs & Communications, Sindh Engro Coal Mining Company

31 January, 2019

- Embedding the values of Diversity & Inclusion in Products and Services development helps businesses to reach wider audiences, make better products and tap into the spending power of diverse markets.
- Research shows that diverse companies make better business decisions 87% of the time, making those decisions twice as fast with half as many meetings.
- Companies with above average diversity scores report 45% average innovation revenue in comparison to 26% for companies with below average diversity scores.
- Diversity impacts several stages of the product development cycle. Diversity in design, testing and decisions helps to inform the adaptation and evolution of product design to suit customers' needs.



Farrah Qureshi

CEO,
Global Diversity Practice Ltd.



Danysh Ahson Hashmi

GM Retail Banking,
Habib Bank Limited

GDIB Category 13: **Marketing and Customer Service** 7 February, 2019



Melanie Harrington

CEO,
Vibrant Pittsburgh

- Develop the awareness and intercultural competence of the team.
- Ensure the composition of the team developing the marketing approach and content and customer service practices and systems is diverse and inclusive.
- Know your market and the diverse members of that market
- Continuously learn (i.e., keep up with) the needs, trends, motivations, perspectives and context of the diverse members of your market.
- Build into your process the ability to adapt the marketing approach and stray from convention.
- Check in with your market – is your message accessible and assessing your approach with the diverse members of your market.
- Recover from a misstep quickly, humbly and respectfully.

GDIB Category 14: **Supplier Diversity** 14 February, 2019



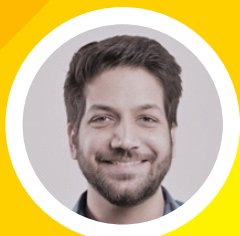
Theresa Harrison

Director, Diversity & Inclusiveness
Procurement, EY

- Supplier diversity is a business strategy that ensures a diverse supplier base in the procurement of goods and services for any business or organization. It emphasizes the creation of a diverse supply chain that works to secure the inclusion of diverse groups in procurement plans for government, not-for-profits, and private industry. A diverse business is certified as at least 51% owned, operated and controlled by one or more minority.

Four steps to an effective supplier diversity program:

- Determine a business case by performing a gap analysis to develop measurable goals.
- Integrate processes by implementing a global supplier diversity policy along with the ability to track spending for minority-owned suppliers.
- Deploy robust P2P technology to capture supplier diversity information and reporting.
- Align people within the organization to shift the strategic focus and embed diverse suppliers that meet or exceed business expectations



Hamzah Fazal

HR Business Partner
Operations, Pakistan Tobacco
Company Limited

D & I

CHAMPIONS



Valencia Pinto

Head Human Resources,
Pak Brunei Investment Company Limited



Ms. Pinto is a member of the Society of Human Resource Management USA. She was associated with United Bank limited for over four years where she worked in various roles including Secretarial, and Administration. Subsequent to that she has been with Pak Brunei Investment Company since the past eight years and has worked in roles such as Human Resources, Administration etc. and has helped to position HR as a prominent department in terms of shifting Employee Management to Employee Experience, as well as introducing concepts such as Leveraging on Digital Technologies (helped develop an in-house HR System), Diversity and Inclusion (initiated an agreement with NOWPDP – help special people work in normal working conditions). Ms. Pinto is an MBA in Human Resources from the Institute of Business Management and a Certified Professional (SHRM – CP).

Junaid Jumani

MBA (HR), MPhil(HR), LLB and SHRM-CP
Director Human Resources AGP Limited



A professional with 19 years of experience and served in various industries including Services, Automotive, Oil & Gas, FMCG, and Pharmaceuticals. Have professionally dealt with various assignments related to Human resources field which includes talent management, change management, designed and implemented the process for identification, development and placement of future leadership, and also devised performance management system to monitor and assess the performance of the stakeholders in an organization.

Afsheen Iftikhar

Head of Human Resources,
Stewart Pakistan Pvt. Ltd.



Afsheen is a seasoned HR professional offering 13+ years of HR management experience and background of repeated victory in building successful HR departments from the ground up. Her strong cross-industry upbringing supports diverse workforces of thousands of employees across multiple locations. Her talent of developing and delivering policies and training at all levels including management coaching, emerging a diverse/adaptable culture for different communities, building strong pillars of leadership for future of any organization is always appreciated by the companies she serves at. She recently participated in a series of the webinar on “Global Diversity & Inclusion Benchmarks” arranged by Diversity Hub.

Tamkeen Sardar Faisal Head of Talent Management,
D&I and Culture, K-Electric



Tamkeen has over 12+ years of comprehensive human resources experience including talent management and development, reward management, end-to-end HR operations and change management. Possesses broad knowledge of human resources specially rewards and talent management in variety of sectors in union and non-union environments and Fortune 500 with a large number of employees.

In her current role as Head of Talent Management, Diversity & Inclusion and Culture at K-Electric, She drives strategic thinking around the people and talent programs to support transformation, works with leadership to understand existing talent capabilities, assesses gaps and risks, then proposes and executes strategic programs to accelerate associates' capabilities and careers. In her previous roles within K Electric and Reckitt Benckiser (RB) in the domain of Reward & Policy, she led the delivery of key reward programs across Pakistan, counseled both the business and country HR teams on matters related to Compensation, Benefits and Mobility. The focus of these roles was on the establishment of Rewards strategy to ensure the attraction, retention and engagement of top talent. She is a certificated Strategic HR Leader from Cornell, completed her education from IBA followed by HRMP certification for HRCI.

Sana Sheraz Head of HR
Haleeb Foods



Sana is a young and passionate individual with a challenging mindset. Having an MS Degree in Human Resources and Organizational Design from Kings College London, she is a certified HR Professional from Chartered Institute of Personnel Development (CIPD).

She brings with herself a collective experience of Organizational Design and Development and Total Rewards and Change Management. Being a strong advocate of empowerment and inclusion, she brings in diversity which has proven to be the foundation for growth in today's day and age.

Dr. Mohammad Saad Usmani Divisional Head,
Learning and Talent Management, UBL



He is an accredited senior HR leader having more than 24 years of HR experience in various leadership roles while working with both service and manufacturing sectors. His experience is a unique blend of Strategic HR practice and consultancy. Currently he is associated with UBL as Divisional Head, Learning and Talent Management. Prior to that, he worked with SSGC, Absolute Management Consultants, NIB Bank, Hutchison Port Holdings (KICTL) Hilton Pharmaceuticals, Philips Electronics and Citibank. He extensively worked with the regional and global HR teams and deployed various regional and global initiatives at national organizations operating in Pakistan. He served the society and his country Pakistan by sharing his experiences as a trainer and visiting faculty at various forums and at highly reputed institutions. He is Ph.D. in the areas of performance management systems and HRD, a Senior Certified Professional from SHRM - USA and MICPD from CIPD - UK.

Noorulain Zafer

CEO & Founder,
Mind Works International



Noor is an innovative, articulate and dynamic strategist with an experience of over fifteen years in both local and multinational organizations. Noor's experience through the years is focused on comprehending micro, mezzo and macroeconomics and how they develop an ecosystem that can enable initiatives to thrive. Her core area of expertise has been scaling up and in her career she has led many programs from strategy development to execution.

A team leader & humanitarian, who has reached out to over 8000 finance professionals, 5000 Pakistani women, 20,000 students, media officials, enterprises, through various community engagement, policy advocacy, consultation sessions and development initiatives. In 2017, Noor set up her enterprise enabler, Mind Works International, working for developing the entrepreneurial abilities of children, youth, and women; marginalized literate and non-literate groups across Pakistan as well as globally. Her vision for the enabler is to start from grassroots and steer Pakistan towards a more aggressive approach for adopting SDGs and finding entrepreneurial spirit in it. A highly motivated individual with strong presentation and organization skills, team player, details' driven, results oriented and is always willing to learn.

Rabia Altaf

Corporate Director HR (Former)
Hashoo Group



Rabia Altaf has been employed at Hashoo Group for 12 and half years in various HR management roles. Her Last assignment was Corporate Director HR for 3 and half years. She has also served as Head of HR in Hashoo Foundation for one year. Having HR Generalist, she has worked in all the areas of Human Resources specifically in Hospitality & Non-Profit Sector. She is well conversant with Strategic Human Resources, Corporate Social Responsibility and Diversity & Inclusion. She is particularly experienced in the areas of strategic advice to operational managers; developing HR Systems & policies, directing the administrative functions; developing company culture and mediating disputes.

During her career she has gone through the various training courses like Train the Trainer, Leader vs Manager, Hospitality & HR Brand Standard Audits, Feasibility Study etc. She is a professional member of Human Resources Development Network, Core Team member of Pakistan Human Capital Forum & Founder member of Hashoo Group Diversity Council.

Kisa Zaidi

Assistant Manager Talent & OD
Bank Alfalah Limited



Currently working in Bank Alfalah. Her areas of Expertise are Organizational Development, Learning and Development, Project Management, Industry Expertise and Banking and Finance.

Her achievements in the field of HR are; Conceived, orchestrated, and facilitated in launching "Learning On The Go", a mobile application that enables employees to access gamified learning content on the go.

Imran Khalid SPHRI-HRCI, USA Manager Learning & Development,
Association For Academic Quality (AFAQ)



Mr. Imran Khalid has a diversified 7 years of experience in Human Resource Management. He is engaged with the public and private sector as an OD consultant and Trainer. He has served Punjab government, FPAF, Awari International, NRSP and PRSP on different assignments.

He is SPHRI- HRCI-USA and certified in measuring Learning Impact from -the USA and he is an active member of, SHRM and HRCI. He has developed a dozen modules for staff capacity building. He is considered to be an expert at measuring learning results and evaluation. Mr. Imran is a true spokesman and practitioner of D&I.

His areas of expertise are Talent Acquisition, Organizational Development, Strategic Management, Measuring Learning Results and Administration & Compliance. His industry experience is in Government of Punjab, NGOs and Corporations.

Hira Osman Manager TA & OD
Dawood Hercules



Hira Osman is an experienced HR professional who comes with 6+ years of experience in the field of HR. She started of her professional as HR officer at NIB Bank and risen high in her career since then. She joined HRSG a top Executive Search firm in the capacity of Senior Recruitment Specialist and then got promoted as Recruitment Manager.

Looking after the industry at large gave her the opportunity to learn about different companies and their practices. She is currently associated with Dawood Hercules as Manager TA and OD since October 2018. She is skilled in Executive Search, HR Policies, Screening, Leadership, Assessment and Training and Employee Development. She is strong human resources professional with a Master of Business Administration (MBA) focused in Human Resources from IoBM (CBM).

Aurangzeb Tanvir Training-OD, Consulting-HR & Auditing Company
Mindgroomers - Pakistan



Aurangzeb's areas of expertise are Human Resource Development, Performance Management, Corporate Leadership Development, Diversity & Inclusion, Public Sector Development, Educational Institutions, and Corporate Sector.

His achievements in the field of HRM consist of training over 4000 employees of public and private sector in last 5 years. He worked on energy sector project communication with USAID. Aurangzeb has also worked on various HRM case studies, taught HRM subjects, and supervised research thesis/projects.

Arslan Tariq

Project Manager | British Council



Arslan graduated from the Lahore University of Management Sciences (LUMS) with a degree in Economics and Political Science in 2014 and has been working with the British Council since then.

In his current role as the Project Manager for English for Education Systems (EES), he is responsible for the successful delivery of Punjab Education and English Language Initiative (PEELI). PEELI is a large scale teacher development project delivered by the British Council in collaboration with the Schools Education Department (SED). He is also a member of British Council Pakistan's working group for Equality Diversity and Inclusion (EDI).

Basma Aftab

Exam Services Officer and Coordinator Equality, Diversity and Inclusion Pakistan, British Council



Moving from Medical background (Pharmacist) to HR Management background, having diverse experience from learning stage to professional stage is one of the diverse exposures which she has had in terms of interaction with people and professionals.

As EDI coordinator British Council Pakistan, she is closely working with staff management, making British Council more inclusive and promoting diversity in work place. She is managing 1200 staff in terms of their shift's management, Performance management and payment processing.

GDIB has really boosted her morale and polished her skills which surely are beneficial in performing her role as an EDI coordinator.

Maria Shaheen

HR Business Partner,
Sanaullah & Co.



An ambitious HR Professional with Extensive background in HR generalist affairs, including experience in employee recruitment and retention, staff development, mediation, conflict resolution, benefits and compensation, HR records management, HR policies development and legal compliance.

Presently, associated with Sanaullah & Co., as a HR Business Partner and providing support to implement HR policies and procedures; recruit employees; create group benefits databases; and develop orientation, training and incentive programs. Maria has eight [08] years of working experience in Amros Pharmaceuticals and Chandiwala Group of Companies as an Assistant Manager HR and HR Executive respectively.

she enrolled in Global Diversity and Inclusion Benchmark Program with a strong interest in working for sustainable organizational growth by fulfilling social corporate responsibility.

Sehr Jamil

Assistant HR Analyst,
CureMD Pvt Ltd



The field of D&I have had a huge impact on her learning and she took the area as a concentration in her HRM degree at Georgetown University and learned many valuable lessons such as keeping an open heart and mind while interacting with people from diverse backgrounds. It also helped her recognize that people can try and improve their imperfections through constant learning and self-awareness.

“The world of D&I has taught me to be empathic and honest, have integrity and above all believe in the best of people because only in appreciating others can we create a world where we can all feel included and be comfortable with our differences. The GDIB was an amazing surprise for me because I had no idea that the D&I practices have extended Pakistan and many organizations were working to

create inclusive workplaces.

During the webinars, I realized that I belong to a field where I can help create a difference with people who are diverse but who share similar values as me. In short, I have become a much better human being due to this learning.”

Testimonials

Pamela Solvie

"The GDIB sessions were excellent. Participants were encouraged to aim for Level 5 of the benchmarks — organizational development—instead of focusing on models of social justice, competence, compliance, and dignity.

Greg Jenkins

"The GDIB Learning Series webinars are a great education platform for any HR or D&I professional wanting to gain more insight and understanding of the diversity & inclusion field. HR Metrics provides world-class professionals to lead each session and allows for group questions and answers from industry leaders. Well done! Drive on!"

Donna Carter

"I appreciated and believe that we need to have more discussion at our D & I Council and leader. So this gave me ideas on how to do that. I very much like the practical process explained and how the GDIB was reviewed and used to support planning."

Irshad Ali

"The concept of head, heart and hands is just perfect visioning and developing strategies to implement and implementing it to get the desired results is just a powerful tool which endorses vision without action is merely a dream and action without vision just passes the time."

Nabeel Khalid

"A wonderful learning evening and very interesting discussion on GDIB. The role and accountability of leaders is pertinent and fundamental to drive and sustain Diversity and Inclusion initiatives in the Organizations, particularly when we unfold the D&I in 14 categories and 266 benchmarks."

Basma Aftab

"These are informative sessions as I consider myself a learner in D&I domain and it's really helping me in identifying my organization's progress stages and of course it will help me in identifying actions needed in my domain in foundation stage."

Rabia Altaf

"After attending the D&I sessions, I will frequently talk about the organizational diversity stating the 5 stages of progress, its cultural impact in the management & other meetings. This will bring a long-term reward in terms of bringing excellence to the work environment."

Kisa Kasim Zaidi

"It was an insightful learning experience for me. The significance of having a clear, concrete vision for incorporating D&I in our organizations is very well explained. I think HR Metrics is doing great work by giving us access to such sessions."

Maria Shaheen

"I have been surprised by the highly professional speakers and the quality of presentation has exceeded my expectations. I am sure that this program will benefit me both personally and professionally to develop my leadership skills and enhance my role in management policies effectively in the future."

Sehr Jamil

"I am currently not a leader in my organization, but I know the kind of leader I want to be. I will use the GDIB benchmarks along with the knowledge gained and the extensive research done in the field to define myself as a leader who believes in love, trust, and humanity."

Umber Tanya Ansari

"Based on the last session in the series thus far, I feel much more strongly about implementing D&I in our organization. I will lobby to have D&I-related KPIs developed and make a critical part of decision-makers' roles in the group."

Sana Sheraz

"We strive to build a performance driven culture which is transparent and rewarding. I firmly believe that through these learning sessions I will be able to further strengthen our processes which enable individuals to perform better and work towards building themselves for future roles."

Farzana Amin

"In order to shape the future of organization, role of leadership plays a vital role. I have learnt different categories of leaders serving organizations with different leadership style, as leaders in any organizations are D & I strategy holders they are key stakeholders in order to shape the future of its employees."

Afsheen Iftikhar

"Thank you for arranging such an educational gathering. The session gave a good diagnostic of how D&I discussions should start, what information HR head should be having handy to initiate the campaign in their organizations. Thanks to HR Metrics for arranging such an enlightening session."

Junaid Jumani

"I am thankful to HR Metrics for arranging webinars on Diversity & Inclusion as it is a need of the time. The series of webinars gave me in depth about the subject and an opportunity to hear the experts. After participating in webinars I got ways to choose the path to implement the same at my workplace."

Aurangzeb Tanvir

"Learning session was very informative and pragmatic. Especially the part which emphasized on complete diversity policy before recruitment. HR Metrics is doing great through this certificate course."

Irum Mujahid

"The feedback is accompanied with a great pleasure and an opportunity to appreciate the professionalism of team HR Metrics. The formal invitation enthused me to disapprove of any other commitment during the learning hour. Speakers sought a comprehensive approach to explain and tried their best to keep the participant engaged."

Noorulain Zafer

"Focused on steering enterprises towards a more diverse and inclusive culture, this program has been a phenomenal learning experience for me. The area covered in the program and the speaker line up has been one of the best ones offered as a training module in Pakistan."

PICTORIAL JOURNEY



Diversity & Inclusion

Initiatives 2019



Sustainable Inclusion Advocacy Council

Research and Benchmarking Report

D&I Best Practices Magazine, Newsletters, Blogs

D&I Best Practices Discussion Seminars, Webinars, Videos

Global Diversity & Inclusion Benchmarks Standard Coaching

Women for Board Coaching Program

Annual D&I Conference and Awards



SHRM19

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JUNE 23-26 LAS VEGAS

Keynote speakers:



Brené Brown
Author and Researcher



Vineet Nayar
Author of *Employees First, Customers Second*, Former CEO of HCL Technologies and Founder, Sampark Foundation

Featured speakers:



Steve Gilliland,
CSP, CPAE
Best-selling author and speaker, Steve Gilliland, Inc.



Valerie M. Grubb
Principal, Val Grubb & Associates, Ltd.



Cy Wakeman
President, Cy Wakeman, Inc.



Zahid Mubarik
SHRM-SCP, GPHR, SPHRi
CEO HR Metrics
President SHRM Forum Pakistan



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